

TWENTY CENTS

MAY 31, 1930

JUN 3 1930

# Sales Management

The Weekly Magazine for Marketing Executives

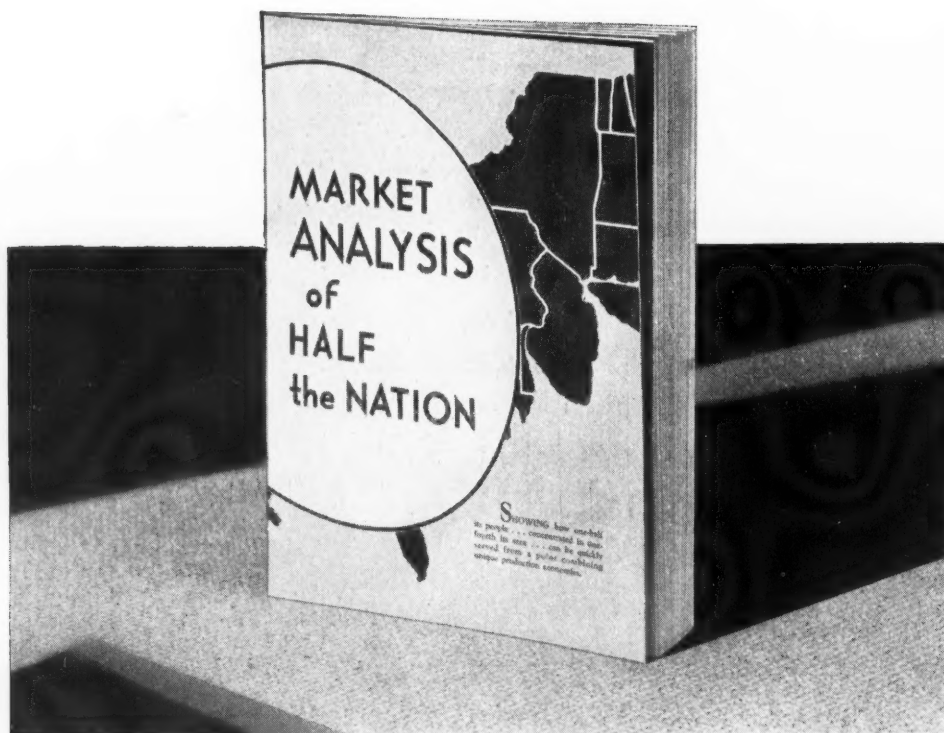


Gilbert T. Hodges

*The New President of the Advertising Federation of America*

Kelvinator's Plan for Pre-Testing  
Selling Methods

Hart Schaffner & Marx Teaches  
Dealers with Slidefilm Service



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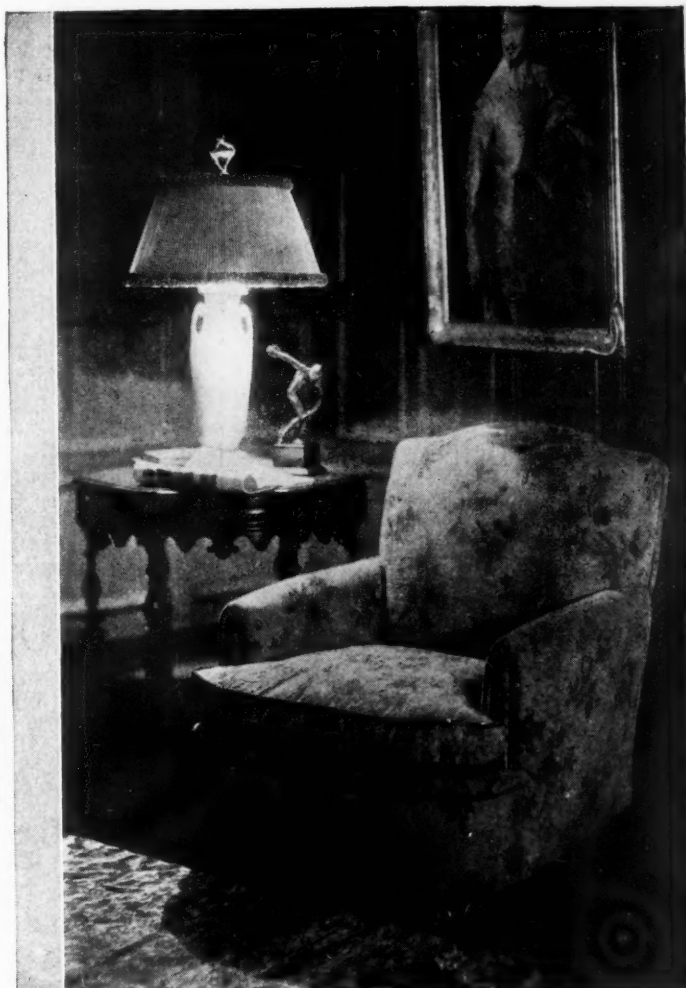
CHICAGO  
Home Office  
Daily News Plaza  
Tel. Dearborn 1111

NEW YORK  
John B. Woodward, Inc.  
110 E. 42d St.  
Tel. Ashland 2770

DETROIT  
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3-241 General  
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One of our customers—a  
Southern power company,  
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**ELECTRIC RANGES**  
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Use your business letterhead  
now and write for *free*  
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Successfully."

Merchandise Prize Award  
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pectancy.

Write today to

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# Survey of Surveys

BY WALTER MANN

## True Story of True Story

Some months ago, says the introduction to "An Analysis of the Circulation of *True Story*," that chronicler of wage earners' folk-lore requested the Association of National Advertisers to supervise a qualitative study of its circulation. It agreed to abide by the findings arrived at in such a study, come what may.

The A. N. A. has long been receptive to such proposals. Previous experience has shown that its supervision (and approval of method) carries real weight—not only with A. N. A. members (who represent a goodly percentage of the nation's largest and most representative advertisers) but also with many outside its charmed circle. Moreover, such moves are not without their favorable publicity aspects for both A. N. A. and publisher, as is evidenced by this review. Hence the A. N. A. accepted the invitation and through its Research Council decided for *True Story* how the study was to be made, what questions were to be asked, what cities and towns were to be chosen, how many questionnaires would represent a true cross section of the total *True Story* circulation, etc.

The stated purposes of the investigation were (1) to classify the readers of *True Story* according to occupation and (2) according to income, (3) to determine certain facts as to nationality, age and sex, (4) to ascertain the percentages of *True Story* readers owning household appliances and various other articles, (5) to determine the frequency with which the magazine is purchased by its readers, (6) to determine various other facts indicating the economic status of families reading it and (7) to determine the percentage of duplication between *True Story* and other general magazines.

The study was based on an analysis of 5,759 purchasers of *True Story* whose names were secured by news dealers in the following towns, ranging in size from a thousand to a million population: Cleveland, Milwaukee, Atlanta, Syracuse, Boone, Iowa; Lancaster, Pennsylvania (the home of Sam Conybeare, an ex-A. N. A. president); Middleboro and Westboro, Massachusetts; Peoria, Illinois, and Lakeville, Northboro and Rock, Massachusetts.

The results of the 5,759 responses were as follows:

Of those reading *True Story*, 78.31 per cent were mothers, 24.59 fathers, 35.10 daughters and 12 per cent sons. Since this totals 150 per cent it is stated that there were 1½ readers per copy of *True Story*—a surprisingly small number. Looking at this in another way, 75.6 per cent were women readers and 24.4 per cent were men.

Next came the question of age and sex. The column will not permit details. Hence we will content ourselves by saying that the bulk of the readers (over two-thirds) are between twenty and forty years old, with the accent in the case of both men and women on the twenty-twenty-nine year old group.

About 70 per cent of the readers in families purchasing *True Story* are adults (over sixteen years), 18.2 per cent between six and sixteen years and 11.96 per cent under six years. This corresponds closely with U. S. (1920) Census percentages as do many others in the study.

The executive group reading *True Story* is infinitesimal—and the other executive types of reader were comparatively small (24.68 per cent). Leaving out the small businesses, this total was 7.75 per cent. Adding all real estate, insurance and outside salesmen, we have 34.76 per cent of the *True Story* readers. The white collar class, the skilled and unskilled workmen, etc., make up the other 66 2/3 per cent, with special accent on skilled workmen.

As might be expected, therefore, on incomes, the \$10,000 and over reader group was proportionately small. The bulk lay in the \$2,000-\$2,999 class—and this was family income at that! All of which makes us wonder what per cent of the responders in the various income classes were in small towns and what in big cities. Because in these classes the small-townners are just as good advertising prospects as the big-townners are, when it comes down to net spending power for advertised products.

Eighty-four and seventy-nine hundredths per cent are American, 14.18 per cent foreign born and 1.03 per cent Negro; 34.74 per cent own their homes, the balance do not; 45.26 per cent live in one-family houses; 35.74 per cent in two-family houses; and only 19 per cent in apartments! This again makes us wonder what part of the responses came from small towns. Ninety-seven and twenty-four hundredths per cent of their homes are wired for electricity while 51.95 per cent have phones; 83.82 per cent own electric irons; 42.61 per cent own vacuum cleaners; 30.93 per cent own washers and only 3.63 per cent own refrigerators; 52.22 per cent own radios and over 50 per cent own automobiles, despite the surprisingly limited family income.

Sixty-one and eighty-three hundredths per cent read *True Story* regularly; 31.55 per cent occasionally; 55.63 per cent pass their copies along to others every so often (which should augment the earlier stated 1½ per cent readers per magazine to a more reasonable figure).

Finally comes the matter of duplication. All magazines, according to Dr. Starch's figures, are consistently low in duplication percentage—lower for all but three of fifteen magazines than the Curtis Publishing Company, Watertown, New York, survey of 1928 (also supervised by the A. N. A.). This necessarily proves either one of two things: (1) that the Watertown survey with its 30,000 or more interviews was not a typical cross section of the U. S. (which was claimed quite generally at the time) or (2) that the 5,759 responses of this more recent survey reflect the national condition of duplication more accurately than does the earlier study.

Available from *True Story* direct—Graybar Building, New York,—or through this column.



VOL. XXII. No. 9  
May 31, 1930  
Published Every  
Saturday . . . .

# Sales Management

Publication Office:  
420 Lexington Ave.  
New York. Phone  
Lexington 1760



THE editors especially recom-  
mend the article on page 380  
of this issue which outlines Kel-  
vinator's plan for pre-testing sell-  
ing methods. This idea is ap-  
plicable to almost every field and  
type of business. It is one of  
the main secrets of Kelvinator's  
sensational "come-back" in the  
electric refrigeration field. Now,  
when this company takes a new  
sales plan to dealers, they carry,  
with the plan, proof that the  
idea will actually work efficiently  
in procuring more profitable busi-  
ness.

SUBSCRIBERS who send in in-  
quiries to the Sales Manage-  
ment Export Data Bureau should  
mention the specific overseas mar-  
kets they are interested in, and  
tell what particular points of ex-  
port policy are to be covered in  
the reply. Only when this is  
done is it possible to furnish con-  
crete and helpful information.

A BIG concern in the paint field  
last year assigned each sales-  
man one retail account and  
charged him with the task of  
teaching that merchant how to in-  
crease his business at least 25 per  
cent. At the close of the year  
the average increase on all ac-  
counts served in this manner was  
42 per cent. This year the plan  
has been expanded. The complete  
story will be told in an early issue  
of SALES MANAGEMENT.

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RAYMOND BILL, *President*; PHILIP SALISBURY, *Vice-President and Director of Advertising*; J. F. WEINTZ, C. E. LOVEJOY, *Vice-  
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Manager*; G. D. YOUNG, *London Manager*. Published by SALES MANAGEMENT, INC., 420 Lexington Avenue, New York; Chicago  
Office, 333 North Michigan Avenue; London Office, 33 Chancery Lane, W. C. 2.

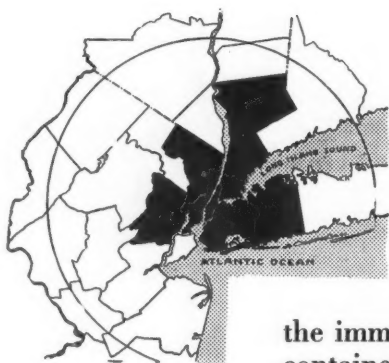


### Just a Year-round Steady, Dependable Market

Jacksonville is the commissary for Florida and a manufacturing center for the  
extreme southeast. What a desirable local market: Dependable payrolls, increas-  
ing bank clearings, constant building, postal receipts steady from month to month.  
A population market BLANKETED by the 7-days-a-week morning newspaper—  
which is also "Florida's Foremost Newspaper":

**The Florida Times-Union** JACKSONVILLE  
FLORIDA

# YOUR SALES ARE MADE WHERE OUR READERS LIVE



10  
OUT OF  
26!

639,000 large store accounts, and the 261,000 new car sales made during 1929, all within the 50-mile New York market, were analyzed to determine the most productive counties. 95% of the New York Store customers and 80% of the auto sales were found in just 10 counties of the 26 within the 50-mile area.

**YOUR SALES MAP** of the 50-mile New York Market will not show uniform sales and distribution throughout. From 80 to 95 per cent of your sales will probably come from just ten of the twenty-six counties wholly or partly within this zone, leaving only 5 to 20 per cent of the sales for the other sixteen counties.

These probabilities are based on an exhaustive study made of large store customers and of new car sales. Of the immense productiveness of the New York market the vast bulk is contained in ten counties—Manhattan, Bronx, Brooklyn and Queens (urban), plus Westchester, Nassau, Essex, Bergen, Hudson and Union (suburban).

The World's readers are concentrated in the same ten counties—notably so, as the comparison below with other standard-size papers in its field will show. Rate data is included in the table to emphasize the superlative "money's worth" of coverage delivered by The World, compared to that of its competitors.

Morning Papers	Circ. in the 10 counties	% of Total Circulation	10,000 line rate	10-county Circ. for 1c a line
WORLD .....	317,349	87.0%	\$58	5,472
Times .....	330,208	74.0%	.882	3,744
Herald Tribune .....	234,164	69.6%	.735	3,186
Sunday Papers				
WORLD .....	465,304	80.6%	\$69	6,744
Times .....	390,448	54.9%	1,176	3,320
Herald Tribune .....	259,179	58.6%	.784	3,306

The World's **CIRCULATION MAP** will approximate **YOUR SALES MAP** of the New York Market; The World's **READERS** are your **BUYERS**; **OUR** market and **YOUR** market are one and the same! Obviously The World is *your* advertising medium in New York, delivering coverage throughout the market in almost the exact proportion that you can expect to make sales.

## The New York World

MORNING AND SUNDAY

PULITZER BUILDING  
NEW YORK

Tribune Tower  
Chicago

Gen. Motors Bldg.  
Detroit

# Significant News

• • • Though commodity prices are still sagging, the downward curve is flattening and many observers of the movement are inclined to agree with Secretary Lamont that we are near the end of decline. Meanwhile, theoretically at least, value of the dollar measured in goods is rising, the Irving Fisher index number of buying power having reached 113.2 for the week ended May 23 compared with 107.2 for January. Actually the consumer's dollar is not doing quite so well as this.

• • • Cuban raw sugar at one and three-eighths cents a pound made a new low record for all time this week in the New York primary market.

• • • Contracts for public works and utility construction in the first four months of the current year are 30 per cent more than in the same period last year, having reached the huge total of \$452,910,000, according to Secretary Lamont. These projects will eventually absorb a considerable number of the men now idle.

• • • A first foretaste of the 1930 census count of the unemployed as of April 1 comes from the District of Columbia, the preliminary figure being 8,870, the number of persons who at that time could not find any work. This is 1.8 per cent of the corresponding census of population of the district, 485,716. The census bureau has arranged for quick releases of its findings by cities on this important subject.

• • • Fokker Aircraft has changed its name to General Aviation and as a holding company will take over Fokker and Dornier, both of which are controlled by General Motors. The new company is expected to assume the place in the airplane industry which is occupied by General Motors in the automobile industry.

• • • Kroger, second largest grocery chain, announces a \$130,000 entertainment broadcast over local networks covering the field of operations of the company in the Middlewest and Southwest, notably Cincinnati, Cleveland, Detroit, St. Louis and Pittsburgh. Kroger has been exposed to the Henderson anti-chain blasts more fully than any of the other large chains. The regular advertising appropriation for 1930 is \$2,000,000 of which three-quarters will go to newspapers.

• • • Booksellers are now divided into three groups: Those that sell popular novels at the standard price of \$2; those that have cut this price to \$1.50, and those that are now selling these books at \$1. In the issue of one newspaper this week Farrar & Rinehart and Wana-maker advertised "The Door" by Mary Roberts Rinehart and three other novels by well-known writers at \$1 each, while in an adjacent column Scribner advertised S. S. Van Dine's "The Scarab Murder Case" at \$2.

• • • Publication of paid testimonials in advertising has been condemned by the Federal Trade Commission except where it is plainly shown that a price has been paid for the evidence, according to a statement made on

January 22 by Commissioner Humphrey. He thinks this decision will have a far-reaching effect on advertising along many lines.

• • • That even New York needs advertising is indicated by the action of the Merchants' Association of that city this week in arranging to distribute a million pamphlets calling attention to the summer resort features of Manhattan Island and the adjoining boroughs, and half as many leaflets dealing with New York as a style center and cataloguing a score of main divisions of merchandise available there to visiting buyers.

• • • Current DuPont financing to the extent of \$28,566,000 is for expansion purposes, notably new rayon and cellophane plants in the South and enlargement of chemical works facilities in various parts of the country. Strong companies find nothing in present conditions to justify changes in their plans for growth.

• • • Chevrolet ran off its seven millionth car on May 28. The company took twelve years to reach its first million. Little more than seven years were all it needed for the next half dozen million—a fair measure of the rate of development of low-priced cars.

• • • The National Fertilizers had a page advertisement in the *United States Daily* this week urging Congress to kill proposed Muscle Shoals legislation which they say would add to overproduction in the industry. No one will object to open lobbying of this sort.

• • • The radio audience of the country was estimated by the Radio Commission this week at practically half the population. This estimate is based on the survey made for the National Broadcasting Company showing potential listeners numbering in excess of 52,000,000 and some 42,000,000 radio sets now in the hands of the public.

• • • Frigidaire is said to be ready to put on the market next fall the gas-fired refrigerator of which there has been some talk. The company has taken space for exhibition purposes at the American Gas Association convention to be held at Atlantic City October 13-17, indicating that the new apparatus has passed the association's appliance testing laboratories. Electrolux is the only gas refrigerator now in the field.

• • • The prosperous condition of the perfumery industry is indicated by the report of Coty, S. A., which on its present capital of 60,000,000 francs earned last year 48,089,000 francs and distributed 36,000,000 francs in dividends.

• • • Published estimates of Hershey Chocolate earnings in the June quarter point to a substantially larger amount than the \$1,960,000 earned in that period last year. The most interesting thing about this, perhaps, is that lower cost of raw material is the chief factor entering into these calculations, a side of the commodity price decline which is not usually dwelt on.



# Kelvinator's Plan for Pre-Testing Selling Methods

Based on an interview by D. G. Baird with  
**VANCE C. WOODCOX**

*Domestic Sales Manager, The Kelvinator Corporation  
Detroit, Michigan*



**P**ROCEEDING on the assumption that one who presumes to instruct others should have a thorough knowledge of the subject himself, the Kelvinator Corporation, Detroit, has resorted to the plan of operating a practical sales laboratory in which to test all theories and practices of direct retail selling before recommending them to its distributors and dealers.

"We were not entirely satisfied with the sales procedure employed or with the methods recommended for hiring, training, directing and compensating salesmen, and we were frank enough to recognize the right of our distributors and dealers to question any advice we might offer them on the subject," Vance C. Woodcox, domestic sales manager, explained. "The fact that the sales executives at the factory have had practical experience in the field is not enough; one very soon loses the field man's point of view after being given

a desk at the home office. Not only so, but we wished to make certain tests to determine to our own satisfaction the merits of many different courses of procedure.

"We determined, therefore, to establish and operate a sales laboratory in which we could test all details of the problems pertaining to salesmen and sales tactics as they apply to the task of selling our product today. We take nothing for granted. If we knew that every direct selling organization in the country follows a certain course in one respect, we would test that course, nevertheless. We test old, accepted ideas just as thoroughly as new ones. Then when we do make recommendations to our distributors and dealers, we do so fortified by the knowledge that the plans recommended have proved their worth in actual practice. They know this, too, and they can feel confident that any given recommendation has been proved best by having been tested along with many other plans of the kind."

The sales laboratory was established in March, 1929, when the factory took over the retail department of the Kelvinator distributor in Detroit and began to do the retail selling on a contract basis. It did the retail selling only; the distributor made the installations, carried the paper, and furnished the service. This continued

until October 15, when the factory took over the distributorship entirely. Some changes in the plan naturally resulted, but the retail department continues to be operated as a sales laboratory.

The first six months or so were devoted to testing fundamental principles. Many different methods of securing, interviewing, training, directing, encouraging and compensating salesmen were tried out in rapid succession. Mr. Woodcox, who had had experience in training and supervising salesmen for Standard Oil Company of Indiana and who had been a district sales manager for Kelvinator, was in charge, but he accepted nothing without first proving its worth by practical application.

The number of salesmen employed averaged about sixty, but as the rate of turnover was fairly high, several hundred men were hired and trained during the period. The turnover did not worry Mr. Woodcox in the least, however. "A high rate of turnover is inevitable in a young organization," he said. "One might as well accept it along with the weather and be prepared to meet it. We get quality from quantity. We hire a bunch of salesmen and a few of them stick and succeed; we hire another bunch and a few of them stick and succeed. The majority are floaters who wouldn't stick even if they did succeed. In time one may get together about 75 per cent of the number of salesmen he needs who will make good and remain with the organization, but there is bound to be a considerable turnover in any direct sales group, and the turnover is bound to be very high at first."

New salesmen were obtained through newspaper advertising, through a salesmen's training school, through salesmen already employed, and from those who wandered in of their own accord.

It was found to be impractical to

Kelvinator eliminates guesswork in the drafting and administration of selling plans by double-checking every idea through a sales laboratory. Through this plan they have kept direct selling costs below 18 per cent and are staging one of the most notable "come-backs" in the refrigerator industry. The first quarter of this year was the best in the company's history. The new policies are outlined here.

## Some of the Findings of the Kelvinator Sales Laboratory:

- ❑ 1. Found major criterion for judging new salesmen to be, not personality or appearance, but willingness to take instructions and carry them out.
- ❑ 2. Developed a new angle on sales training.
- ❑ 3. Proved, in test of field methods, that nothing can take the place of continuous cold canvass.
- ❑ 4. Established "ninety-day" territories as best working unit.
- ❑ 5. Forty doorbells, twelve interviews, two demonstrations a day set as work necessary to close one sale a day.
- ❑ 6. Found one supervisor needed for each six salesmen.
- ❑ 7. Proved short sales contest most effective.

judge applicants on their personality or appearance except in a very general way. The most successful salesman employed, a man who earned as high as \$1,000 a month, "didn't look like a salesman and his personality was against him. No one else could exactly duplicate his methods successfully, although some became more successful by trying to do so."

Preference was given applicants who had some experience in selling specialties other than electric refrigeration, but the major consideration was one's apparent willingness to take instructions and carry them out.

It was found best to intimate to applicants that they were not exactly qualified for the job, rather than appear anxious to employ them. The burden of proof was thus shifted and the applicant was made eager to prove that he could do the job.

The course of sales training was built after a great deal of study. It had been the custom to require new men to spend a week or more in learning all about the industry, the company and the product, then memorizing a standard approach and demonstration before they were sent out in the field. After considerable study and experiment the preliminary

training period was shortened to just two days.

"There were several reasons for this," Mr. Woodcox said. "The men are anxious to get to work, they are reluctant to memorize facts in which they are not sure they will long be interested, they earn nothing during the period unless the company pays them a small salary, many will drop out before completing the course, and such training is expensive. Considering the high rate of turnover during the first few weeks after new salesmen are employed, a long initial period of training is rather expensive, at best; if the men must be paid a salary while they are learning it is highly expensive. Finally, it is perhaps better for them to learn gradually by combining application with theory than to



Vance C. Woodcox

try to absorb so much theory at one time.

"We reduced the training period to two days and concentrated principally on arousing their enthusiasm. After telling them something of the necessity for refrigeration, the industry, the company and the product, we began to stress what we call the five C's of Kelvinator; the cooling unit, compressor, control, cabinet and company. This would make them so enthusiastic that they couldn't see how any prospect could refuse to buy a Kelvinator and their very enthusiasm would overbalance their lack of thorough technical knowledge. Then when they began to wish they had this information in text form, we would hand them a kit in which was a standard approach and demonstration—which they were expected to learn gradually—and other facts.

(Continued on page 404)

No matter whether you sell direct or through dealers, no matter whether you manufacture shoes or bearings or roofing, the ideas outlined in this article can be adapted to your business. Because of the basic soundness of the plan and its wide applicability, the editors urge every executive to give this deep study.



# Kelvinator's Plan for Pre-Testing Selling Methods

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- ❑ 1. Found major criterion for judging new salesmen to be, not personality or appearance, but willingness to take instructions and carry them out.
- ❑ 2. Developed a new angle on sales training.
- ❑ 3. Proved, in test of field methods, that nothing can take the place of continuous cold canvass.
- ❑ 4. Established "ninety-day" territories as best working unit.
- ❑ 5. Forty doorbells, twelve interviews, two demonstrations a day set as work necessary to close one sale a day.
- ❑ 6. Found one supervisor needed for each six salesmen.
- ❑ 7. Proved short sales contest most effective.

judge applicants on their personality or appearance except in a very general way. The most successful salesman employed, a man who earned as high as \$1,000 a month, "didn't look like a salesman and his personality was against him. No one else could exactly duplicate his methods successfully, although some became more successful by trying to do so."

Preference was given applicants who had some experience in selling specialties other than electric refrigeration, but the major consideration was one's apparent willingness to take instructions and carry them out.

It was found best to intimate to applicants that they were not exactly qualified for the job, rather than appear anxious to employ them. The burden of proof was thus shifted and the applicant was made eager to prove that he could do the job.

The course of sales training was built after a great deal of study. It had been the custom to require new men to spend a week or more in learning all about the industry, the company and the product, then memorizing a standard approach and demonstration before they were sent out in the field. After considerable study and experiment the preliminary

training period was shortened to just two days.

"There were several reasons for this," Mr. Woodcox said. "The men are anxious to get to work, they are reluctant to memorize facts in which they are not sure they will long be interested, they earn nothing during the period unless the company pays them a small salary, many will drop out before completing the course, and such training is expensive. Considering the high rate of turnover during the first few weeks after new salesmen are employed, a long initial period of training is rather expensive, at best; if the men must be paid a salary while they are learning it is highly expensive. Finally, it is perhaps better for them to learn gradually by combining application with theory than to



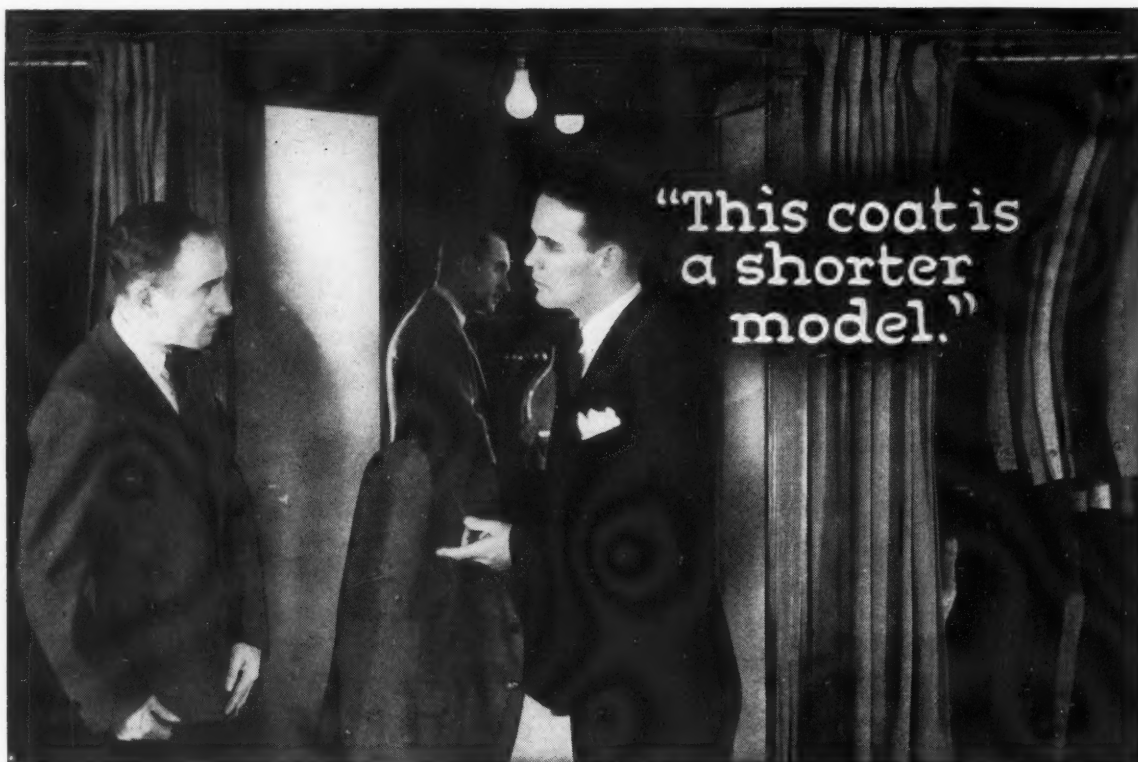
Vance C. Woodcox

try to absorb so much theory at one time.

"We reduced the training period to two days and concentrated principally on arousing their enthusiasm. After telling them something of the necessity for refrigeration, the industry, the company and the product, we began to stress what we call the five C's of Kelvinator; the cooling unit, compressor, control, cabinet and company. This would make them so enthusiastic that they couldn't see how any prospect could refuse to buy a Kelvinator and their very enthusiasm would overbalance their lack of thorough technical knowledge. Then when they began to wish they had this information in text form, we would hand them a kit in which was a standard approach and demonstration—which they were expected to learn gradually—and other facts.

(Continued on page 404)

No matter whether you sell direct or through dealers, no matter whether you manufacture shoes or bearings or roofing, the ideas outlined in this article can be adapted to your business. Because of the basic soundness of the plan and its wide applicability, the editors urge every executive to give this deep study.



Copyright by Jam Handy Picture Service

*All phases of selling men's clothing will be covered in this series of slidefilms for dealers and salesmen.*

## Hart Schaffner & Marx Teaches Dealers with Slidefilm Service

**C**ONVINCED that retail clothing salesmen can and must be taught better methods of selling and that visual education is the most effective medium available for the purpose, Hart Schaffner & Marx recently introduced a slidefilm service for its dealers, which is being particularly well received and which it is expected will be continued indefinitely.

The service consists of a series of bi-weekly slidefilms, twenty-six films a year, prepared especially for and by Hart Schaffner & Marx for retail dealers and salesmen.

A slidefilm, as many readers probably know, is a series of slides, or "frames," mounted on a motion picture film and projected one frame at a time, by means of a special projector on any clear wall surface. The pictures are lighted for attention value, and, as the slidefilm permits the use of words, it makes possible the presentation of a complete story in an orderly and interesting manner. As the pictures change only as controlled by the operator, each slide may be studied and discussed as long or as briefly as desired.

BY  
J. F. KERWIN

The service was developed and introduced to meet a definite need for better methods of selling among retail clothing salesmen. We have all had the experience of being served by a clothing salesman whose sales talk was limited almost entirely to such remarks as, "I think that's a swell suit; I think that looks swell on you."

Sales executives of Hart Schaffner & Marx have for years studied this problem of how clothing merchants might train retail salesmen more thoroughly. They have published bulletins and booklets and their salesmen and zone managers have spent much time in talking with retail salesmen, both individually and in groups.

Clothing is something that cannot be sold through slot machines. Selling a suit of clothes requires something more than the ability to hand merchandise over the counter. It requires a knowledge of fabrics, tailoring, style, color harmony, human nature, salesmanship, business fundamentals and other things.

There may be some "natural born salesmen," but if so, they are so few that it is quite necessary to "make" a great many others to supply the demand for capable men. As the competitive struggle grows keener and keener, it is more apparent that the demand for good salesmen is fast outstripping the supply and that the clothing merchant, as well as other employers of salesmen, must develop salesmen out of the run of men who seek employment.

Hart Schaffner & Marx believe that this plan, properly carried out, will solve the problem. The instruction has the decided advantages of being interesting, frequent, visual and comparatively inexpensive. It has already been successfully employed in other industries, but it is entirely new in the clothing field, since so far as is known, no other clothing manufacturer has provided such a regular service.

It was the opinion of Hart Schaffner & Marx that this method of instruction with lighted pictures was the best way of teaching lessons needed by clothing merchants and their salesmen.



As a matter of fact, it was first introduced to several hundred dealers who were in Chicago, attending the opening of the Hart Schaffner & Marx spring line. These merchants were shown a couple of test films, told what Hart Schaffner & Marx had in mind and asked their opinion. Suggestions and criticisms were invited, but to Hart Schaffner & Marx surprise the only reply they got was "How soon can we have it?"

Shortly after this meeting, Hart Schaffner & Marx salesmen took with them on their regular Spring selling trip a projector and two films with instructions to let the dealers buy the service instead of trying to sell it to them. The salesmen set up the projectors and let the merchants operate it. As the dealer did so, one film taught him the need of the service, what it would do for him and even what it would cost him and on what terms. The other, which dealt with odd sizes and fitting irregulars, was a sample of the kind of film the service would bring him.

### Not in Film Business

Hart Schaffner & Marx emphasize that they are not in the business of selling picture machines or a series of films; it is their business to sell clothing and in offering this service they are merely trying to help teach the men on the firing-line how to sell more clothing. They reason that the more clothing their dealers sell the more they sell, and therefore they bear the entire cost of producing the films. The merchant pays only for his projector and the actual cost of his print of the film. To make this as easy as possible for him, he is invited to pay for the service on a quarterly basis.

As already stated, the service is prepared especially for and by Hart Schaffner & Marx. They made a study of the most pressing problems, then began to produce films to meet them. Each film is planned by representatives of the sales, advertising, manufacturing, design and style departments working together. Suggestions from merchants and their salesmen are solicited. Already more than 100 subjects for films have been approved—enough to occupy the bi-weekly service nearly four years—but the films are being produced only about a month ahead of schedule because Hart Schaffner & Marx want them to be up-to-date in every detail.

It is possible to produce a film in about forty-eight hours and while this might be done in an extremely urgent case, as a rule, about three weeks are spent in producing each film. This gives time for very careful checking and revision so that when it is re-

leased, it is correct in every respect and presents the instruction to the best possible advantage.

Each dealer who subscribes for the service has his own projector and films and holds his own meetings. The merchant is advised to gather his salesmen around a table in an informal group to view and discuss the film and from this idea the service gets its name, "The Retail Salesmen's Round Table." A sales talk in the form of a bulletin for the use of the head of the retail business accompanies each release.

Seven films have been released to date. These are, in order: "That Irregular Half," which discusses the matter of odd sizes and the fitting of men who are hard to fit; "Material Differences," which shows the tests to which Hart Schaffner & Marx subject piece goods before manufacturing them into clothing and therefore, gives the merchant and his salesmen real reasons why suits made from fabrics of such tested quality are worth more than other suits; "Style by Test" showing how and where styles in men's clothes originate and how Hart Schaffner & Marx get merchandise to their merchants while the styles are still new; "Your Best Customer" which emphasizes and illustrates the advantages to the retail clothing salesman of being well and properly dressed himself; "Mirror Magic," a subject which was handled in two films because of its length, which dis-

cusses the eighteen fundamental desires which move human beings to action and how fifteen of the eighteen can be effectively used in selling clothing; and, "That Business of Your Own" which shows the retail clothing salesmen how to add to their sales and their earnings by building up a personal trade,—customers who come into the store and ask for them.

The merchant and his salesmen study each film as soon as they receive it, then it is preserved for future reference. It may be that some actual experience on the floor will prompt a salesman to review a given film to refresh his memory on how best to meet just such a situation. The library of films, which soon accumulates, can also be used to splendid purpose in training new salesmen at the time they are employed. They can learn more by studying these films a few hours than they would learn in many months from haphazard instruction of the proprietor and other salesmen.

The service has been particularly well received by dealers and that they are profiting by it is attested by a folder full of letters and telegrams of praise.

It has been especially gratifying to observe that small-town merchants are subscribing quite as enthusiastically as their big city brothers. Nearly 25 per cent of the merchants who have subscribed so far are in towns of less than 5,000 population and 61 per cent are in towns of less than 25,000.

## New "Profit-Sharing Plan" Builds Income During Slack Season

THE Boston branch of the Silent Automatic Sales Corporation has recently introduced a new "profit-sharing plan" which sets up an unusually interesting method for coordinating service to users of the company's products with a plan for developing new prospects for the company's oil burner.

Two years ago, the company charged the Silent Automatic users \$35 for servicing the burner during the heating season. As more and more owners enrolled in this plan for handling servicing on a season basis (as contrasted with paying for each necessary service call individually) the company was able to lower its charge to \$25. At the time this plan was in effect the company offered to pay \$5 to every Silent Automatic owner who furnished the name of a friend who was later sold one of the burners.

This year, the plan was again

changed. Owners were asked to pay \$10 for service up to the end of 1930; this included the offer to replace any parts which proved defective, without any extra charge. At the same time owners who took advantage of this offer were asked to send in the names of likely prospects. As soon as such a prospect was closed, the company sent \$10 back to the owner who furnished the name, thus, in reality giving him a year's service free. If the owner wishes to furnish more names he is again paid \$10 for every sale made as a result of his recommendation. Through this plan any number of Silent Automatic owners have been developed as good sources for the names of new buyers.

According to P. D. Goodwin, branch manager, this plan has served the practical end of bringing in a sizable sum of money during the period of the year when sales are likely to be the lowest.



# New A. F. A. Board to Lay Plans for Coming Year at June Meeting

**P**LANS for the coming year will be decided by the new board of directors of the Advertising Federation of America at its first meeting the last week in June, it has been announced, following the close of the 1930 convention in Washington last week. Where the 1931 convention will be held will also be decided.

Twenty-two departmental and group meetings were held in conjunction with the convention, all of which were largely attended, according to Earl Pearson, general manager of the federation.

A number of Washington officials participated in the meetings.

Following are additional excerpts from addresses delivered at the convention.

## DR. JULIUS KLEIN

*Assistant Secretary of Commerce*

Business is gradually but unmistakably coming out of the depression and that factor of slow but steady progress is indeed a decided advantage in itself. Our climb out of the slump is not a rambling hit or miss scramble; we are emphatically not "muddling through." On the contrary, for the first time in our business history we are progressing by carefully calculated, farsighted plans, which explains the encouraging fact that the rate of advance is just about twice as rapid as in previous slumps of similar proportions.

A vital element in that recovery is, of course, the part played by commercial and industrial research in the guidance of which the advertising profession is having a very large part. I saw a recent estimate fixing the expenditures this year for such investigations at no less than \$100,000,000, admittedly a round figure, but apparently well substantiated.

Advertising counsel is faced with the obligation of becoming a real marketing service. It emphatically cannot take refuge behind a camouflage of technical ritual, of glamorous incantations, charming color-plates, and alluring design. Its solemn and ever growing obligation is to serve an increasingly and rightfully exacting consumer, not to bewilder him. In the final analysis, it is such service alone that will yield



Julius Klein

the enduring good will—and therefore the profits—which the advertiser is seeking.

Fortunately, the profession, or at least some of its forward-looking leaders, are keenly conscious of the need for strenuous efforts on their part in the development of research services. In fact, there are now occasional dangers of duplication and your association is to be congratulated upon its efforts to minimize such wastes. After all, these marketing efficiency experts should be the first to practice what they preach in eliminating wasteful efforts. For one thing, there seems to be a confusion of terminology among investigators in this field, which makes comparability of results very difficult. Furthermore, there is an evidently increasing need for helpful interchange of their findings. Certainly, very little is to be gained by any attempt toward medieval secrecy in such matters.

President Hoover's program for simplification in industry could be greatly advanced if manufacturers would interpret in their advertising the saving that would come to the consumer by the reduction of waste in distribution. Since 1921 more than 100 fields of industry have committed themselves to a program of simplifica-

tion. Seventy-nine of these fields were surveyed recently and showed 85 per cent adherence to the program. Yet I do not recall a single instance wherein a manufacturer made this notable achievement in efficiency the theme for his advertising.

To do this education job larger attention must be given to selling the merits of better distribution to the men who handle products in the course of their transport and delivery. This probably will express itself in an increase in the amount of advertising that is done in publications read within the ranks of industry, trade and business because of the necessity for informing and perhaps educating the distributors of goods in the parts they must play. Indeed the coordination of any system of distribution for any product can only be achieved by the thorough schooling of the entire personnel that is involved.

## J. C. McQUISTON

*General Advertising Manager, Westinghouse Electric & Manufacturing Company*

In planning promotional activities for the "Westinghouse Radio Salutes to Industries," we were confronted with a somewhat different problem than generally faces a radio advertiser.

The history of our great industrial enterprises and their every-day operations is filled with things of interest to the man in the street. And by presenting these facts in a colorful and impressive manner an interesting and instructive program is built in which music forms a background and the Voice tells of the accomplishments of the industry.

To create an audience of the general public, the newspapers are used. When the programs were launched, a large newspaper advertisement called attention to the new feature on the air.

Our primary audience, of course, is the industries; not only the industry saluted, but all the industries of the country, because in these days every wide-awake industrial man is interested in what other industries are doing. So we advertise the "Salutes" in the leading technical and trade papers of the country.

Mailing pieces are prepared for distribution throughout the industry

saluted in which is included an announcement and a description of the program. Some are made up to be used as posters throughout the mills and plants of the industry.

When the industry assumes particular importance in one of our districts, our district advertising managers prepare special advertising material with which to more thoroughly merchandise the program to their industries.

In addition to mailing pieces, our dealers and agents are supplied with posters to put up in their windows and stores. Small stickers are distributed for correspondence during certain periods.

The associations and technical societies of the industries have taken a great deal of interest in the "Westinghouse Salutes."

The industrial concerns themselves also have taken an interest in promoting the program to their customers. In many instances they have printed and distributed their own announcements, running into many thousands of copies. Our follow-up consists of a booklet containing the remarks of the guest speaker, together with a few words regarding the Westinghouse contributions to the industry and the story of the "Westinghouse Salute." Wide distribution is secured for this booklet by referring to it in the program.

We have found that an active thorough merchandising of our broadcast advertising programs is well worth while. The fan mail reflects it. We get more and more requests for the booklets containing the speech. The response from the industries reflects it.

#### MALCOLM MUIR

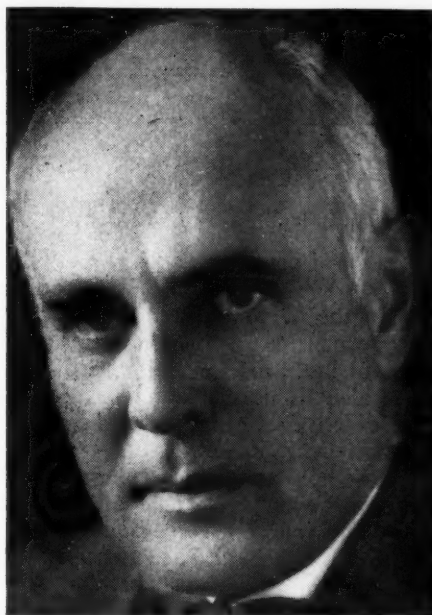
*President, McGraw-Hill Publishing Company, Inc.*

Perhaps the most familiar form of readjustment in technological unemployment comes where workers released by labor-saving mechanization flow to other industries. In fact, this compensating inter-industry flux of machine-made man power is becoming a steadily increasing factor in our whole employment situation. Within recent years we have seen the rise of entire industries that have apparently been manned completely with skilled labor without causing appreciable deprivation to any other older industry.

Hundreds of thousands have been released from other factories by the mechanization of their jobs. Hundreds of thousands have come from the farms of the country, because the development of machinery there has made it possible for many sons to be spared from the fields. Here the influence of advertising has been con-

spicuous, for both automobile and radio production have been built upon an ever accelerating popular demand impelled by advertising.

In all these instances, I submit, the influence of the advertising and marketing specialist is vastly greater than we are apt to think. Every time we produce a new labor-saving machine we inevitably cause unemployment. The only way to offset this unemployment is to increase production with the new machine and lower price. Thus we expand demand, so that the increased production will reabsorb man power. But how long can this go on? Well, so far as I can see, there is no reason to believe that



Francis H. Sisson

there is ever to be any end to it—or ever should be.

It is the same old principle at work that has been consistently compelling the readjustment of jobs and the relocation of men since the first factory began to compete with cottage workers. Our anxiety, I believe, springs largely from the breadth and complexity of the picture we now have spread before us. But this anxiety should not cause us to overlook this fact. In spite of its evil by-products in the shape of those temporary lag-periods between the improved process and the increased production, the main movement caused by the machine is a movement distinctly forward—and forward for all concerned.

It is all a part of a very large affair, it seems to me, no less than the evolution of the growth of wealth. We are in fact observing on a colossal scale another universal human struggle for freedom, a great mass movement for economic liberty.

#### FRANCIS H. SISSON

*Vice-President, Guaranty Trust Company*

The banker of today sees on his horizon factors which the banker of yesterday never knew. Mass production has brought with it the problem of mass distribution. He sees that the development of modern scientific methods in production cannot be economically successful unless the old scheme of haphazard distribution is supplanted by scientific application in that field also. He finds that the creation of demand is as important a factor in the economic equation as the increase in production. He finds he must deal with a new set of values and that the modern balance sheet presents factors which his predecessors did not understand, good-will values created by advertising which have been reflected in public demand and widespread markets. In scores of fields and hundreds of products the largest elements of value lie in this good-will asset which advertising has created. The natural attendants of mass production are sales resistance, severe competition and narrower profits, unless advertising comes to stimulate new desire and create new demands.

Through his European inheritance, the banker had been taught to believe that his business was a profession and that the standards of professional ethics should limit its expansion. He chose to regard it as unethical to seek business through selling methods or to gain customers by solicitation, printed or oral. The very essence of salesmanship is enthusiasm and imagination and to the banker of other days these qualities were no part of his banking mentality. Gradually he is learning that these European traditions have no rational bearing upon American banking or business life, that they belong to the period of the high-hat and the frock coat in Lombard Street, and he is coming to appreciate that there is not only no sacrifice of dignity in selling his service, but that it may be a genuine contribution to business and social progress.

He has come to realize that whatever service it is proper to perform in banking or elsewhere it is equally proper to sell to those who can use it, and that wherever human need is met it is proper to make a human presentation of it.

So the banker has come to look through the obvious errors of advertising in its overspending and overstating, and to see in it the reality of a great economic force that is serving the consumer as well as the producer, creating new wealth and helping vastly to stabilize business. He finds



the vitality of this new force only proven by its amazing growth, in spite of its mistakes. He sees gradually emerging from the experimental era a new passion for facts and scientific application that bespeak sounder progress and less waste. He has seen in the development of some of the specialized services of the banking business through the use of advertising concrete proof of its value as a business builder, so in urging its use he has a new standard of appraisal, the yardstick of actual experience by which to measure.

#### WALTER DREY

*Vice-President, Forbes Magazine*

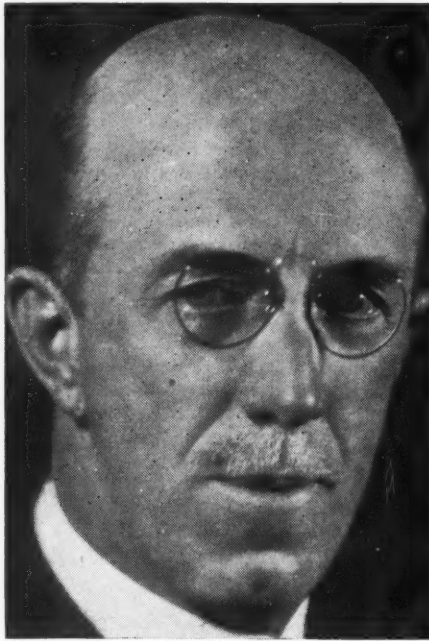
Successful consumer advertising calls for the use of all types of media in a well-worked-out program. The problem involved is not a competition between types of media as represented by magazines, newspapers, radio and outdoor display, but the problem is that a job that can be more economically carried on in a magazine campaign is often delegated to other media. This is due not to the actual merit of the circulations on a comparative market and cost basis, but to the fact that the dealers and distributors can be brought to give more sales effort of their own through the use of newspapers.

In periods of great prosperity, when manufacturers' advertising and sales costs do not have to be closely watched, everything works out all right; but when the selling dollar has to be watched and every cent that is invested in advertising must develop the maximum result, overspending in any type of medium that cannot be justified by the yardstick of reaching the largest number of possible purchasers at the lowest cost is fraught with danger.

#### BENNETT CHAPPLE

*Vice-President, The American Rolling Mill Company*

We are going to stop trying to make things to sell and begin to make things to serve. There is a vast difference, for when selling is the chief motive of business, it is a case of every man for himself, and the devil take the hindmost. Dealers are loaded up irrespective of possible markets and nothing counts at the home office but sales volume, even though the cost of high pressure methods to obtain the last 25 per cent eats up all the legitimate profit of the first 75 per cent of sales. With the mind of America concentrated on selling, all business was swept into a whirlpool of extravagance from which it is now beginning to extricate itself.



#### P. L. Thomson

P. L. THOMSON

*Director of Public Relations,  
Western Electric Company*

In the Western Electric Company, in Armour & Company, and in other great industrial establishments the president is using talking pictures as an effective substitute for this arduous travel.

Another use which offers great promise will be the field of training salesmen, and already a course of instruction is being created to serve that purpose in department stores.

The talking picture is the newest medium for reaching great masses of people. Although less than four years old, it has revolutionized the entertainment industry. In the application of it to the field of advertising and education a few of us have pioneered. Let no one of you underrate the importance of this new medium in your business. Just look to it that your competitor does not outstrip you in finding the way to apply it to build up in the minds of his customers a consciousness of his company's name, and its service.

#### SENATOR ARTHUR CAPPER

I should like to forecast a material increase in the lineage from accounts where the primary appeal is to the home as with foods, clothing and home appliances. The New Day in agriculture has brought a far larger opportunity for such accounts that already is appreciated by many clients, and others will understand the changed conditions soon.

Clients also are coming to see, to a far greater extent than in past years,

the general possibilities of the great rural market, and to appreciate the extraordinary advertising paradox that has ruled in the past, in which some advertisers have purchased a coverage of several hundred per cent in the metropolitan areas, while at the same time, with a product which they also sold to the rural market, they have had little or no coverage on farms. That is not sound sales or advertising management, especially in these modern days when there is the driving force of commercial necessity behind the desire for new markets.

The practical result of all this effort to provide continuous employment will be to make manufacturers interested in any and all new markets, rural as well as metropolitan. Out of it will come larger appropriations for the purchase of advertising space in the farm publications of America. I forecast that before five years have passed we will hear far less complaint from farm paper publishers about the small proportion of the advertising appropriations of America that they have been able to obtain for the rural field. It is obvious that these appropriations have been inadequate when the size of the field, from the standpoint of either population or area, is considered.

#### MERLE THORPE

*Editor, Nation's Business*

Our capacity to produce goods is unimpaired. In fact, our factories could have turned out 20 per cent more commodities than they did in 1929. They are for the most part equipped with modern machinery. Their finances were never better. They stand ready to do a bigger job now than ever before. That is, they will do just as big a job as the selling forces of the nation can set up for them to do. The nation is not "broke." Individuals still have their salaries and their pay envelopes. They still have their potential desires. It is advertising's opportunity to translate these desires into purchases, keep the factory wheels turning, and the pay envelopes will take care of the increased production. Such a virtuous circle moving this way is as easy to start as to start a vicious circle which moves the other way.

The business market, in terms of a trade, is not a restricted neighborhood but the entire country with more or less of the rest of the world thrown in. Twenty years ago or less when business began to fall off the manufacturer cut down wages or locked up his factory. Today when consumption or demand falls off the trade attempts to find new sources of consumption, to cultivate new markets.



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The  
**FIDELITY TRUST  
 COMPANY**  
 of  
**NEW YORK**  
*is now a*  
**MARINE MIDLAND  
 BANK**

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## TATE-WIDE BANKING SERVICE

*is now a reality in* **NEW YORK STATE**

**E**IGHTEEN MONTHS ago the Marine Trust Company of Buffalo published in national magazines the first advertisement pointing out the advantages of "regional banking."\* As the outstanding bank in New York State, outside of New York City, it was logical that this bank should take this leadership.

Six months ago, 16 New York State banks announced, in this magazine, the formation of the Marine Midland Group of Banks. This gave added weight to the already strong argument for regional banking.\* The services of the Marine Trust Company and of the 15 other banks were multiplied 16 times throughout the state—outside of New York City.

Now a New York City bank has become a member of the Marine Midland Group of Banks. It is the Fidelity Trust Company. The services of the Fidelity Trust Company and every other bank in the Group are now truly state-wide.

An account at a Marine Midland bank will justify itself many times over in the co-operation that 17 banks can contribute to your knowledge of an area that buys more goods than 22 other states combined.

## BANKS OF THE MARINE MIDLAND GROUP

*Combined Resources over \$500,000,000*

### *Marine Midland Group*

The Marine Midland comprises a group of 17 banks which have joined together for greater strength and for greater service to their 360,000 customers. The ownership of each of these 17 banks is controlled by Marine Midland Corporation which is a holding company, not an investment trust. Association with these banks enables each bank to draw upon the experience and resources of one of the strongest financial groups in America.

### *These New York State Banks now offer advantages of Marine Midland Membership:*

BUFFALO, Marine Trust Company . . ROCHESTER, Union Trust Company of Rochester . . NEW YORK CITY, Fidelity Trust Company . . TROY, Manufacturers National Bank of Troy . . NIAGARA FALLS, Power City Bank . . Niagara Falls Trust Company . . BINGHAMTON, Peoples Trust Company . . TONAWANDA, First Trust Company . . LOCKPORT, Niagara County National Bank & Trust Company . . NORTH TONAWANDA, State Trust Company . . JOHNSON CITY, Workers Trust Company . . LACKAWANNA, Lackawanna National Bank . . JAMESTOWN, Union Trust Company . . EAST AURORA, Bank of East Aurora . . CORTLAND, Cortland Trust Company . . ALBION, Orleans County Trust Company . . SNYDER, Bank of Snyder

# Sales Executives Study Lowering of Sales Costs in Boston Meeting

**A**N analysis of eighty-one companies by Bigelow, Kent, Willard & Company, Inc., sales engineers of Boston, showed that the cost of selling is constantly increasing in most industries, with a corresponding drop in profits, Carle M. Bigelow, president of that company, told the third merchandising conference held under its auspices at Boston last week.

Forty per cent of the firms, dealing in various commodities, are losing an aggregate sum of \$20,000,000 a year, H. W. Alexander, of Bigelow, Kent, Willard, pointed out.

As a step in the direction of securing profits, G. W. Stidstone, director of the B. K. W. accounting division, outlined the highlights of cost accounting as it applied to selling. He showed how proper sales records, coupled with their intelligent interpretation, had assured profitable sales for several companies.

## Explains Dennison Budget

A further proof and detailed application of Mr. Stidstone's thesis was given by Robert N. Wallis, chief of budgets and costs of the Dennison Manufacturing Company. Mr. Wallis explained that Dennison makes more than 5,000 stock items, operating literally five factories under one roof, selling more than 200,000 customers, with as many as 50,000 owing Dennison money at one time, with an average order of \$30, and doing an annual volume over \$16,500,000. Yet despite these complexities Dennison budgets its production and sales for every item in the line, and through this budgeting maintains its increasing profits during good and bad years.

Dennison has merchandising managers heading each of the five divisions. These executives forecast the sales and are responsible for the selection and design of their lines. Sales managers of each of the five divisions are responsible for the accomplishment of the quotas set up. Together, the merchandising and sales manager of each group must see to it that their group operates profitably. Production costs in Dennison are standardized yearly. Studies are now being made to achieve an approximation of standardization in selling costs. Part of

the Dennison budget is inflexible. Another is flexible, varying with sales conditions. A constant check-up on coordination of production with selling is employed.

Explanations of the analogy and the analysis method of sales forecasting were given by H. H. Tremble, merchandising supervisor of B. K. W. In the analogy method, Mr. Tremble showed how statistical trends with necessary corrections could be used for both long and short term forecasting. The analysis method relied on information from sub-sales executives in the field. In order to make the quotas supplied by these executives reliable, Mr. Tremble offered a plan which made their remuneration directly determinable by the closeness with which they approached the quotas they had set up.

How the analogy and analysis method of sales forecasting worked out in one case was told by Harry Conklin, sales manager of the American Seating Company, Chicago.

By case studies F. D. Hess, B. K. W. merchandising engineer, pointed out the profit insurance of detailed check-up and control of divisional territories and individual salesmen. A fully documented chart of one study indicated how a breakdown of costs showed up curable variations of cost that under the old or lumped method of cost control were lost.

## Discusses Routing of Salesmen

Making the most of the salesman's selling time in his territory was illustrated by the Johnson Bronze Company's sales control plan, as explained by Frank M. Shannon, general manager. Routing the salesman's calls in his territory, planning a cycle of calls over the territory, simplifying the records of these calls on visible index filing cards, kept Mr. Shannon's salesmen constantly on the go, calling where the value of the business required the most emphasis.

Plans for compensating salesmen were given by Lincoln Lothrop, secretary of B. K. W.

The importance of the chain store and the technique of selling it were told by A. C. Buehler, vice-president of the Victor Adding Machine Company, Chicago. His company, Mr.

Buehler said, has found that though chains were supposed to buy centrally, there was no short cut for the specialty product. Much leg work on individual store managers, combined with coordinated effort at the central buying source, is necessary. In addition, specialties once installed would have to be well serviced and their operation fully explained in each local unit if the seller expected to sell additional products to the chain.

That the next quarter of business would show lessened earnings over the first quarter, but that the final half of the year would be better, was the belief of R. J. Comyns, general manager, membership service, American Management Association.

## Steel Body Facilities Extended in Britain

Facilities of the Pressed Steel Company, largest motor body manufacturing concern in the British Isles, formed four years ago by J. Henry Schroeder Company and Sir William Morris, of Morris Motors, are now available to all British motor car companies as a result of government mediation. Sir William and American interests in the company have withdrawn, leaving it independent.

The company—only manufacturer of all-steel bodies in Britain—has acquired licenses on patents of the Edward G. Budd Manufacturing Company, Philadelphia. Its foundries are capable of supplying 40 to 50 per cent of the requirements of the British industry.

## 500 Frigidaire Salesmen See Indianapolis Race

Five hundred leading salesmen of the Frigidaire Corporation, Dayton, from various parts of the United States and Canada, were guests of the corporation at the annual Decoration Day Speedway races at Indianapolis this week. These men were the "Trip to Dayton" winners whose names were announced at the regional convention early this year. All of them sold more than 125 per cent of their quota last year. A one-day convention was held for them at Dayton, May 29.

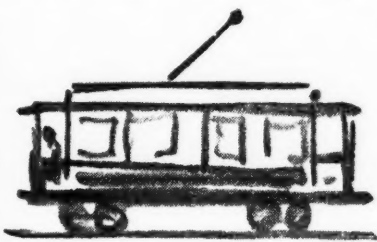
# Not Edited for "45-mile-per-hour" readers



ON THE TRAIN . . . on the bus . . . on the trolley . . . lots of people carry the Boston Globe, but few pretend to read it through en route. They take it along home.

Here's one paper that's not edited for rapid-transit readers. Its news articles are too worth-while . . . its sport columns too well written . . . its features too interesting to be read just to kill time.

But if you could look into thousands of homes in the Boston Trading Area, you'd



find that the Globe is read from cover to cover at a time when readers are relaxed . . . at leisure . . . in a receptive mood . . . at home.

The home leadership of the Globe, seven days a week, is mathematically proved by



a comparison of Sunday circulation figures.

A detailed comparison of daily circulations in Boston tells little, because evening paper sales cannot be traced to their destinations.

Two papers sell space only on a morning and evening combination basis, thus no information is given regarding the thousands of papers bought in downtown Boston each evening by suburban residents.

On Sunday, every paper is a "home paper," hence Sunday readers are home readers.

The three Boston papers carrying the bulk of the advertising all have Sunday editions. One loses 20% of its daily circulation on Sunday in the Boston Trading Area. Another loses 53%. Clearly these are not strong home papers during the week, for on the recog-

nized home-reading day they fail to hold their audience.

*The Boston Globe has the same circulation Sunday as it has week days. It is a home paper seven days a week.*

Boston's great department stores, realizing that they *must* reach the home, use more space in the Globe daily and Sunday than in any other paper. Following this lead, many national advertisers have found that the Globe does reach a majority of Boston's best homes, and then *sells to the whole family.*

The whole Boston newspaper situation is analyzed in a booklet, "Reaching Buying Power in the Boston Market." Write for a free copy.

THE BOSTON GLOBE





# Expenditure For Wear in Washington, Idaho, Oregon



Meeting of  
Pacific Northwest  
Farmers, Orchardists and Stock Breeders  
at the "Young Farmers" Conference in Spokane,  
Washington.

**OVER 110,000 NET PAID**  
**83% UNDUPLICATED**  
**With any other Farm Paper**  
**In Field Where Farm Buying Power**  
**is 41% Above Nation's Average**

**PACIFIC NORTHWEST FARM TRIO**

**COWLES PUBLICATIONS**

*Advertise in the Spokane Dailies and the Farm Trio and Win an Urban*



*In a Pacific Northwest*

Thoroughly Cover This High  
ONE ORDER, ONE RATE  
**THE PACIFIC NORTHWEST**  
THE WASHINGTON FARMER THE IDAHO FARMER

Reach 7 out of every 10 Farmers &  
General Offices: Spokane, Wash. Branches:  
Advertising Representatives: Associated Farmers

# Apparel By Farmer's of Exceeds \$68,580,000 Yearly

MENT statistics show that the Pacific Northwest farm family spends more money for wearing apparel than does the average wage earner and salaried worker in town. In fact, because his income from fruit, vegetables, cereals, and other products is large; and he is spared many of the expenses of the city family. On an average 14.9% of the income of the typical Pacific Northwest farmer goes for wearing apparel, \$68,583,657 for this item in a single year. This includes \$3 for shoes; \$2,244,168 for underwear; \$1,641,199 for overalls and \$1,218,157 for rubber footwear.

The Farm Trio's 1929 survey among typical Pacific Northwest families indicated that in that year Washington, Idaho and Oregon farmers bought 950,972 pairs of shoes, 929,818 suits of underwear, 796,027 work shirts, 1,212,034 pairs of gloves, 1,212,034 pairs of hosiery, 201,881 pairs lightweight rubbers, 92,659 pairs rubber boots, 92,659 pairs arctics, 130,408 suits of overalls, 17,712 pairs garters, 128,724 suspenders, 115,680 sweat-shirts, 142,166 collars, 38,545 raincoats 284,772 pairs of overalls, 55,356 overcoats, 109,230 women's

reach and influence this highly prosperous farm market through the state farm weeklies. *The Washington Farmer*, *The Oregon Farmer* and *The Idaho Farmer* whose home-state service means thorough and real influence. These state weeklies reach 7 out of every 10 farmers in their own state. Their circulation of 100,000 being 83% of the total circulation of any single farm paper in the Pacific Northwest.



Pacific Northwest  
Farmers at  
Work  
Threshing  
Peas



Pacific Northwest Farm  
Families Spend  
\$1,641,199 for  
Overalls Each  
Year



Products of  
a Wenatchee  
Washington Fruit Farm



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NE RATIO  
ORTH  
THE IDAHO  
10 Farmers  
Wash. Br  
ociated Far  
Urban

FARM TRIO  
THE OREGON FARMER

THE IDAHO FARMER

THE WASHINGTON FARMER

THE OREGON FARMER

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THE IDAHO FARMER

THE WASHINGTON FARMER





## Highly Competitive Newspaper Advertising Lineage in Eighty-one Cities

EASTERN	TOILET SOAP		CIGARETTES			
	Palmolive	Lux	Camel	Lucky Strike	Chesterfield	Old Gold
*Albany.....	19,150	17,615	17,637	57,930	16,928	18,105
*Atlanta.....	9,590	5,002	16,526	57,650	21,408	22,486
*Baltimore.....	24,228	26,863	24,760	90,853	45,189	29,767
Birmingham.....	26,340	18,812	18,127	57,815	32,480	22,286
*Boston.....	38,277	62,003	35,491	163,317	79,886	45,884
Buffalo.....	20,470	19,099	18,057	65,044	32,684	26,172
Camden.....	9,568	14,978	11,874	38,550	11,232	10,794
Easton.....		8,445	5,909	19,380	5,648	5,043
Fall River.....	4,776	8,372	5,918	19,250	5,616	9,050
Harrisburg.....	7,991	16,546	17,477	53,616	16,832	21,707
Hartford.....	10,593	9,957	11,900	38,790	11,344	16,906
Jacksonville.....	10,625	9,274	11,928	38,440	23,664	6,756
Manchester.....	3,980	8,287	5,954	15,868	5,704	6,580
Montgomery.....	7,938	8,834	11,607	38,545	10,580	10,056
Newark.....	14,632	18,442	17,462	62,644	31,552	19,977
New Bedford.....	4,768	14,888	17,771	57,765	16,848	19,190
New Haven.....	1,050	9,665	17,827	64,957	33,657	17,264
*New York.....	44,070	65,709	86,980	303,045	159,065	145,813
Niagara Falls.....	4,793	7,961	5,912	20,993	4,528	7,546
Norfolk.....	8,041	9,015	11,901	38,570	20,304	12,782
Philadelphia.....	24,490	24,674	34,040	133,609	66,007	36,989
Providence.....	10,590	16,552	17,420	69,868	32,560	18,153
Reading.....	7,998	8,375	11,771	38,570	11,248	7,910
Richmond.....	12,949	9,234	11,972	37,325	22,383	12,843
*Rochester.....	9,785	19,116	17,591	56,755	33,616	18,074
Scranton.....	10,570	9,305	11,930	57,800	16,832	7,736
*Syracuse.....	9,565	17,637	17,491	56,715	32,413	18,100
Trenton.....	10,690	9,051	6,044	19,410	5,672	5,473
*Washington.....	10,292	18,355	22,749	92,577	42,398	30,542
Winston-Salem.....	8,724	8,926	7,186	15,780	5,600	5,388
Worcester.....	19,225	26,375	17,814	57,915	16,848	18,597
WESTERN						
Akron.....	14,445	17,944	12,082	38,755	22,552	14,641
Canton.....	8,699	8,395	12,053	38,370	11,168	10,382
*Chicago.....	29,101	27,657	27,393	117,548	63,356	49,636
Cincinnati.....	20,255	18,170	25,333	81,857	42,648	22,356
Cleveland.....	17,370	25,402	18,150	65,971	32,236	22,386
Columbus.....	10,545	16,577	18,070	55,365	33,474	15,115
Dallas.....	20,310	16,729	25,038	76,900	41,472	22,992
Dayton.....	10,530	11,417	17,884	57,595	16,824	12,796
Des Moines.....	20,190	15,905	12,053	38,140	11,200	14,615
*Detroit.....	20,310	24,190	17,779	64,614	32,448	21,829
Erie.....	8,801	16,064	11,981	38,410	11,224	10,930
WESTERN cont.						
Evansville.....	3,996	8,421	17,661	55,910	17,266	5,045
Fort Wayne.....	8,733	9,002	11,906	38,410	11,224	7,315
Fort Worth.....	16,524	25,210	17,506	57,565	16,800	19,225
Houston.....	13,500	8,151	17,949	57,327	32,440	22,277
Indianapolis.....	15,744	17,340	17,960	64,796	34,352	22,525
Kansas City.....	20,300	16,671	17,869	57,775	31,440	18,681
Knoxville.....	7,828	9,343	11,966	38,347	11,200	12,801
Louisville.....	20,059	18,626	18,053	72,248	33,584	19,562
Memphis.....	18,344	24,105	17,970	57,280	32,488	23,835
*Milwaukee.....	15,167	16,522	24,836	75,673	43,464	15,026
Minneapolis.....	19,360	9,229	25,048	73,675	42,576	19,764
Nashville.....	14,325	10,542	17,902	57,650	17,240	22,107
New Orleans.....	20,415	17,920	24,625	76,555	42,632	22,412
Oklahoma City.....	24,315	16,913	16,460	56,303	15,776	21,435
*Omaha.....	21,030	17,594	23,805	76,420	44,720	29,392
*Pittsburgh.....	18,660	24,549	18,148	65,519	33,620	23,012
Rockford.....	4,860	9,558	17,695	41,394	16,840	15,064
*San Antonio.....	20,020	14,923	17,585	57,285	32,344	21,883
South Bend.....	4,759	8,417	12,028	39,486	10,080	7,373
St. Louis.....	20,635	24,206	23,925	85,282	43,648	26,997
St. Paul.....	25,255	18,540	15,401	57,735	31,368	21,738
Terre Haute.....	4,842	8,497	17,719	58,593	16,448	15,090
Toledo.....	13,415	18,809	18,247	62,419	31,368	15,030
Tulsa.....	14,995	8,853	11,996	38,240	11,200	15,093
Wichita.....	12,530	8,427	17,947	55,604	16,832	19,301
Youngstown.....	7,905	17,833	12,032	39,423	11,232	14,546
FAR WESTERN						
Albuquerque.....	4,788	15,506	17,836	46,975	17,252	21,733
Denver.....	15,355	8,329	11,965	38,138	22,464	14,458
El Paso.....	12,768	15,243	17,675	58,625	15,680	21,946
*Los Angeles.....	20,490	29,156	35,055	117,973	59,720	14,306
Oakland.....	10,600	9,703	11,702	38,290	20,160	5,510
Phoenix.....	2,400	13,417	11,887	36,517	20,160	5,530
Portland.....	17,817	17,531	14,731	76,999	30,240	14,377
Salt Lake City.....	14,478	16,220	12,820	38,350	19,056	11,037
San Diego.....	12,780	24,374	17,674	72,121	30,312	17,104
*San Francisco.....	26,042	18,484	23,378	77,100	45,808	20,341
*Seattle.....	15,425	19,483	17,904	57,178	29,048	11,010
Spokane.....	20,010	21,129	7,170	58,120	27,720	11,092
Tacoma.....	12,828	25,088	17,934	57,795	30,296	11,136
TOTAL.....	1,159,611	1,347,681	1,426,812	4,903,966	2,281,426	1,527,776

†Compiled from Media Records.

\*In these cities the *American Weekly*, the *Hearst Sunday* supplement, had lineage as follows, in addition to the advertising here recorded for the week-day newspapers:

Palmolive..... 5,712 lines  
 Lux..... 9,066 lines  
 Lucky Strike..... 7,740 lines  
 Chesterfield..... 7,616 lines

## Comparative Advertising Figures in the Tobacco and Soap Fights

IN this article SALES MANAGEMENT is able to tell something fairly definite and highly suggestive about the sales as well as the sales promotion of two widely sold commodities which lately have been centers of extraordinarily keen competition, namely, toilet soap and cigarettes.

Attention was directed to the former by the recently published income statement of Lever Brothers, makers of Lux toilet soap, showing that their total sales for all products in this country grew from less than a million dollars in 1914 to more than forty million in 1929. Cigarettes have been very much in the public eye, as well as its mouth, since the Great War.

In the case of toilet soap, rivalry has been especially spirited between

Palmolive and Lux, both of which sell at retail for a standard price of ten cents a cake. Palmolive has enjoyed a large measure of popular favor for many years. Lux is a comparatively new aspirant. Both are widely advertised in the newspapers and the magazines, Palmolive in the air as well.

In the newspapers they have been following each other very closely, as will be seen in the accompanying compilation of their advertising during the first quarter of 1930. It is given in detail, together with the newspaper advertising of the four big cigarette manufacturers, because it shows specifically how liberal advertisers promote sales in local markets, and also how unanimous is their agreement on markets worth cultivating. Of their advertising in many

other cities which they cultivate assiduously no record is available.

In the newspapers, it will be observed, the soap makers used about the same total space in the eighty-one cities, although in particular cases differences were marked. In the magazines, according to National Advertising Records, Palmolive spent \$263,170 in the first quarter, Lux, \$185,546. Palmolive broadcasting during the same period took \$111,454.

On the sales side our information is more limited. We know only how many cakes of Palmolive and Lux toilet soap were sold in 1928, 1929 and the first quarter of 1930 through certain large groups of stores scattered over most of the country. The exact sales figures, however, we are not at

(Continued on page 406)



ties

Old  
Gold

5,045  
7,315  
19,225  
22,277  
22,525  
18,681  
12,801  
19,562  
23,835  
15,026  
19,764  
22,407  
22,412  
21,435  
29,392  
23,012  
15,064  
21,883  
7,373  
26,997  
21,738  
15,090  
15,030  
15,093  
19,301  
14,546

21,733  
14,458  
21,946  
14,306  
5,510  
5,550  
14,377  
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# Meet the NEW Modern PRISCILLA

Home-Maker  
Home-Manager  
Hostess



Advertising's best market is the new "Modern Priscilla"—the young Matron of today.

Her age? 20-35. Location and purchasing power? From Coast-to-coast in the prosperous "buying belt" of modern American homes.

Her personality? Alert, intelligent — quick to appreciate new things—to try new methods, new products.

Her needs and desires? As home-manager, hostess,

mother, she wants every aid to health and beauty—every nourishing food—every labor-saving device and method that makes a more convenient, attractive and comfortable home.

## The NEW Modern Priscilla is the Modern Home-Maker's Magazine

Modern Priscilla—with a new editorial policy—answers the modern housewife's desire for information on all home-making subjects. It appeals to the young Matron—advertising's chief market for every product related to the home.

A comprehensive editorial appeal covers every interest of Modern Priscilla's home-managing readers—from decoration, foods and fashions, to gardens, entertaining and child-care.

Your advertising reaches this responsive market in a mood of receptiveness—at home, reading a magazine of home information, containing no distracting material.

Rate the new Modern Priscilla, the "pro-mood" magazine, "Number One" on your list of effective women's publications.

Her magazine? The new Modern Priscilla, which, without conflict of other interests, gives her complete information on modern home equipment and methods.

As "purchasing agent" for the Home, she is the final court of appeal for advertised products.



# The new MODERN PRISCILLA

BOSTON

NEW YORK

CHICAGO

SAN FRANCISCO

LOS ANGELES

# April Newspaper Lineage in Seventy-Eight Cities

In the seventy-eight cities listed below twenty-eight show gains in total volume of newspaper advertising during April, 1930, compared with April, 1929. The 220 newspapers here assembled carried 206,347,227 lines last month, 8,668,713 lines less than in April, 1929, or a loss of 4 per cent. Increases were shown by seventy-seven newspapers, losses by 143. The compilation is from figures obtained by this magazine, the statistical department of the New York *Evening Post* and the Advertising Record Company.

Akron	2,906,631	3,410,022	— 503,391
Albany	2,542,631	2,681,315	— 138,684
Allentown	1,840,454	2,055,508	— 215,054
Altoona	1,006,880	1,025,997	— 19,117
Atlanta	2,965,382	3,003,672	— 38,290
Aurora	882,564	856,086	+ 26,478
Baltimore	4,251,657	4,127,541	+ 124,116
Birmingham	2,549,176	2,644,311	— 95,135
Boston	5,755,317	5,729,957	+ 25,360
Bridgeport	2,369,338	2,211,299	+ 158,039
Buffalo	3,439,927	3,989,521	— 549,594
Camden	1,665,448	1,908,227	— 242,779
Cedar Rapids	826,356	775,362	+ 50,994
Chattanooga	1,482,467	1,432,938	+ 49,529
Chicago	7,702,035	8,465,382	— 763,347
Cincinnati	3,637,934	3,911,279	— 273,345
Cleveland	3,938,331	4,009,172	— 70,841
Columbus	3,057,365	3,370,817	— 313,452
Dayton	3,064,670	2,869,384	+ 195,286
Denver	2,015,544	2,174,541	— 158,997
Des Moines	1,764,390	1,856,866	— 92,476
Detroit	5,247,088	5,889,870	— 642,782
Elgin	738,038	729,090	+ 8,948
Elizabeth	1,104,208	1,107,008	— 2,800
Fort Worth	1,974,826	1,964,536	+ 10,290
Gary	906,095	962,908	— 56,813
Grand Rapids	1,884,568	2,092,356	— 207,788
Greensboro, N.C.	612,415	636,243	— 23,828
Hartford	2,791,097	2,671,312	+ 119,785
Houston	3,286,430	3,271,982	+ 14,448
Indianapolis	2,868,555	3,293,466	— 424,911
Janesville	520,996	487,802	+ 33,194
Jersey City	644,666	673,303	— 28,637
Joliet	1,004,890	1,008,794	— 36,096
Kalamazoo	1,130,066	1,079,876	+ 50,190
Kansas City	3,378,969	3,246,238	+ 132,731
Knoxville	1,380,778	1,435,198	— 54,420
Lancaster	734,544	738,633	— 4,089
Long Beach	1,712,263	1,709,372	+ 2,891
Los Angeles	5,835,270	6,608,112	— 772,842
Louisville	3,000,544	3,192,207	— 191,663
Memphis	2,691,626	2,748,354	— 56,728
Miami	1,473,220	1,494,080	— 20,860
Milwaukee	3,122,138	3,232,742	— 101,604
Minneapolis	3,204,897	3,304,137	— 99,240
New Bedford	1,026,601	983,970	+ 42,631
New Orleans	3,607,123	3,799,533	— 192,410
New York	15,246,388	16,641,819	— 1,395,431
Newark	2,032,997	1,972,777	+ 60,220
Oakland	2,249,044	2,425,864	— 176,820
Oklahoma City	2,379,523	2,391,994	— 12,471
Omaha	1,878,163	1,860,567	+ 17,596
Philadelphia	6,578,217	7,052,738	— 474,521
Pittsburgh	4,928,237	4,772,177	+ 156,060
Portland (Ore.)	2,968,252	2,990,078	— 21,826
Providence	2,986,536	3,049,383	— 62,847
Reading (Pa.)	759,990	661,584	+ 98,406
Richmond	1,963,276	1,901,620	+ 61,656
Rochester	3,428,313	3,461,089	— 32,776
St. Joseph	1,060,906	1,079,568	— 18,662
St. Louis	4,229,880	4,369,320	— 139,440
St. Paul	2,560,236	2,678,256	— 118,020
Salt Lake City	2,148,874	2,241,036	— 92,162
San Antonio	2,673,283	2,965,182	— 291,899
San Francisco	4,283,874	4,189,504	+ 94,370
Seattle	3,076,751	3,165,000	— 88,249
South Bend	1,965,194	2,080,535	— 115,341
Spokane	2,182,828	2,309,006	— 126,178
Springfield (Ill.)	1,599,163	1,542,734	+ 56,429
Springfield (Mass.)	1,733,424	1,617,700	+ 115,724
Tacoma	1,930,724	2,014,360	— 83,636
Tampa	1,193,206	1,191,582	+ 1,624
Topeka	1,171,303	1,155,154	+ 16,149
Trenton	921,768	1,022,604	— 100,836
Tulsa	2,014,698	2,190,152	— 175,454
Washington	4,246,175	4,493,848	— 247,673
Wilkes-Barre	2,491,766	2,887,836	— 396,070
Worcester	1,877,830	1,779,554	+ 98,276

206,347,227 215,015,940 —8,668,713

## AKRON

	1930	1929	Change
*Beacon Journal	1,589,105	1,847,650	—258,545

Times-Press	1,317,526	1,562,372	—244,846
Totals	2,906,631	3,410,022	—503,391

## ALBANY

Knickerbocker Press	784,541	923,562	—139,021
*News	857,123	837,344	+ 19,779
**Times-Union	900,967	920,409	— 19,442

Totals	2,542,631	2,681,315	—138,684
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\*American Weekly figures excluded.

## ALLEN TOWN (PA.)

Call	1,123,108	1,238,874	—115,766
*Chronicle & News	717,346	816,634	— 99,288

Totals	1,840,454	2,055,508	—215,054
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## ALTOONA (PA.)

*Mirror	1,006,880	1,025,997	— 19,117
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## ATLANTA

Journal	1,353,240	1,397,466	— 44,226
Constitution	1,002,806	1,008,322	— 5,516
Georgian & Amer.	609,336	597,884	+ 11,452

Totals	2,965,382	3,003,672	— 38,290
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## AURORA (ILL.)

Beacon-News	882,564	856,086	+ 26,478
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## BALTIMORE

Sun	1,291,960	1,410,916	—118,956
*Eve. Sun	1,602,632	1,570,968	+ 31,664
American	202,038	132,119	+ 69,919
*News	830,538	669,611	+160,927
*Post	324,489	343,927	— 19,438

Totals	4,251,657	4,127,541	+124,116
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## BIRMINGHAM

Age-Herald	660,170	691,362	— 31,192
News	1,400,224	1,482,026	— 81,802
*Post	488,782	470,923	+ 17,859

Totals	2,549,176	2,644,311	— 95,135
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## BOSTON

Herald-Trav.	1,657,202	1,573,488	+ 83,714
Globe	1,438,064	1,447,787	— 9,723
Post	1,191,086	1,257,828	— 66,742
*Record (tab.)	131,465	111,250	+ 20,215
Am. and Sunday	689,483	644,511	+ 44,972
*Advertiser	648,017	695,093	— 47,076

Totals	5,755,317	5,729,957	+ 25,360
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## BRIDGEPORT

*Telegram	816,791	753,952	+ 62,839
Post	946,538	918,538	+ 28,000
*Times-Star	521,811	461,248	+ 60,569
Sun. Herald	84,198	77,567	+ 6,631

Totals	2,369,338	2,211,299	+158,039
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## BUFFALO

Courier-Exam.	933,848	1,042,897	—109,049
Times	831,872	1,272,740	—440,868
*News	1,674,207	1,673,884	+ 323

Totals	3,439,927	3,989,521	—549,594
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## CAMDEN

Eve. Courier	851,793	995,104	—143,311
Morn. Post	813,655	913,123	— 99,468

Totals	1,665,448	1,908,227	—242,779
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## CEDAR RAPIDS

*Eve. Gazette & Republican	670,713	631,603	+ 39,110
Sunday Gaz. & Republican	155,643	143,759	+ 11,884

Totals	826,356	775,362	+ 50,994
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## CHATTANOOGA

*News	805,906	671,916	+133,990
Times	676,361	761,022	— 84,661

Totals	1,482,467	1,432,938	+ 49,529
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## CHICAGO

*Daily News	1,905,258	2,003,868	— 98,610
Tribune	2,596,410	3,018,003	—421,593
Herald-Exam.	989,979	1,324,200	—334,221
*Post	442,503	439,926	+ 2,577
*American	1,270,203	1,344,636	— 74,433
*Journal	334,749	334,749	—
*Times	497,682	497,682	—

Totals	7,702,035	8,465,382	—763,347
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## CINCINNATI

*Post	879,872	912,352	— 32,480
*Times Star	1,310,330	1,419,250	—108,920
Enquirer	1,159,088	1,268,624	—109,536
Tribune	288,644	311,053	— 22,409

Totals	3,637,934	3,911,279	—273,345
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## CLEVELAND

Plain Dealer	1,423,800	1,555,214	—131,414
News-Leader	1,055,416	984,511	+ 70,905
*Press	1,459,115	1,469,447	— 10,332

Totals	3,938,331	4,009,172	— 70,841
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## COLUMBUS

Dispatch	1,608,048	1,865,082	—257,034
Journal	466,148	524,220	— 58,072
*Citizen	983,169	981,515	+ 1,654

Totals	3,057,365	3,370,817	—313,452
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News	1,494,724	1,379,756	+114,968
*Herald	1,009,232	888,468	+120,764
Journal	560,714	601,160	— 40,446

Totals	3,064,670	2,869,384	+195,286
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## DENVER

News	637,670	769,967	—132,297
Post	1,377,874	1,404,574	— 26,700

Totals	2,015,544	2,174,541	—158,997
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## DES MOINES

Register	782,235	823,630	— 41,395
*Tribune	982,155	1,033,236	— 51,081

Totals	1,764,390	1,856,866	— 92,476
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## DETROIT

News	2,607,304	3,007,242	—399,938
Times	1,179,360	1,435,532	—256,172
†Free Press	1,178,800	1,447,096	—268,296
*Detroit Daily (tab.)	281,624	281,624	—

Totals	5,247,088	5,889,870	—642,782
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## ELGIN

Courier-News	738,038	729,090	+ 8,948
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## ELIZABETH (N. J.)

**Journal	1,104,208	1,107,008	— 2,800
**No other figures available for Elizabeth.			

## FORT WORTH

Star-Telegram	939,036	958,272	— 19,236
*Record-Telegram	485,366	497,924	— 12,558
*Press	550,424	508,340	+ 42,084

Totals	1,974,826	1,964,536	+ 10,290
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# 2 VIEWS OF OKLAHOMA CITY'S ABOVE-AVERAGE PROSPERITY.

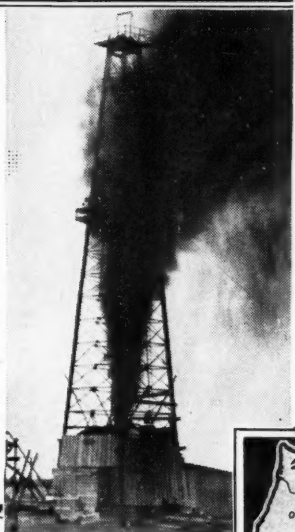
## (1) Building Permits

May was the thirty-third consecutive month in which Oklahoma City building permits totalled \$1,000,000 or over. She ranked eighteenth in 1929 (\$24,418,295) among all American cities; more than the individual totals for 27 States; 24% of all permits issued in the 20 principal cities in the Tenth Federal Reserve district.



## (2) Oil Development

Oklahoma City has the greatest high gravity oil field in the world, with a potential value of a billion dollars. Today's payroll: 8,000 persons with \$15,000,000 yearly. May 21 figures: 243 producing wells, 13 gas wells, 309 drilling wells, cost \$125,000 each to drill, or a total drilling investment of \$70,625,000.



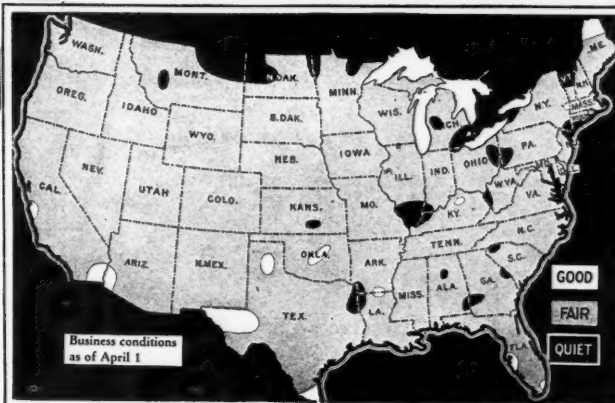
Oklahoma City and surrounding area continues to occupy a white spot on the nation's business map. Retail sales in 1929: \$160,000,000, an increase of \$10,000,000 over 1928. Three hundred and sixty-one new industries and businesses came to Oklahoma City in 1929, compared with 330 in 1928.

The factors that make sales campaigns profitable are in abundant evidence in the 68-mile Oklahoma City Market. Not just a mere handful of factors, but literally dozens of them.

Sales and advertising managers who select markets that are on the upward trend invariably find the Oklahoma City area one of the choicest in America. Here, in a 26-county, 75-town market, bound together by transcontinental railroads, paved and improved highways, bus, truck and interurban transportation, it's "one for all, all for one," and interest centers in Oklahoma City... retail and wholesale distributing center of sales area of a million persons.

The Oklahoma City Market can be covered at one low cost, and with single effectiveness, by the *Oklahoman* and *Times*. Forty-five per cent of the urban population are subscribers. And they receive their papers on the day of publication through the *Oklahoman* and *Times*' \$168,000 bus and truck delivery system. Use all other 18 dailies published in the same area, including the third Oklahoma City newspaper, and you fall 26,885 short of the *Oklahoman* and *Times* circulation. For a bonus, the *Oklahoman* and *Times* give you an additional 39,962 outside the market, but in Oklahoma.

Sales campaigns in the Oklahoma City Market should start and end with the *Oklahoman* and *Times*, if 1930 economy in advertising is to be enforced.



**THE DAILY OKLAHOMAN**  
**OKLAHOMA CITY TIMES**  
*The Oklahoma Publishing Co.*  
**THE OKLAHOMA FARMER-STOCKMAN**

EKatz Special Advertising Agency - New York Chicago Detroit Atlanta Kansas City Dallas San Francisco



## 110 Newspapers Will Announce American Austin Car June 29

Sunday, June 29, has been selected as the date for the formal debut of the American Austin car, C. A. Best, general sales manager of the American Austin Car Company, Detroit, told SALES MANAGEMENT this week.

The campaign in 110 metropolitan newspapers will follow an advertisement in the *Saturday Evening Post* June 28. Class magazine and business paper advertising has been running for some time. The campaign in Canadian magazines and newspapers will begin July 5.

Production at the company's plants at Butler, Pennsylvania, was started a few weeks ago, and Mr. Best expects all of its dealers to be supplied at the time of the formal announcement. Advance orders have been placed for 166,845 cars.

The advertising will be based on the theme that in motor car ownership "two can live as cheaply as one—provided one of the cars is an American Austin," Mr. Best said.

The car, to be produced in three models—coupe, roadster and commercial, and selling at \$445—will travel forty to fifty miles on a gallon of gasoline, 1,000 miles on two quarts of oil, and 10,000 miles on \$56 worth of gasoline and oil. Tires, Mr. Best said, are good for 20,000 to 40,000 miles. The wheel base is "twenty-eight inches shorter than any standard American car."

Discarding "our original idea to build a four- or five-passenger car," because it would "place us in direct competition with several makes of popular-priced cars already strongly entrenched," executives of the company decided to make the American Austin "distinctly a second car"—convenient for just one or two people to run around in.

"The car is not intended to meet the needs of the family that can afford only one car. We wished to appeal first to the better classes and to make our appeal as original and distinctive as the car itself. This advertising appeal is being handled by the Newell-Emmett Company, New York.

"We also wished to market our car through the better class of distributors and dealers. As our car is not in competition with any other, it was not necessary or desirable that we secure exclusive distributors. We believe that the bantam will help sell other cars and that other cars will help sell the bantam. Only a few distributors will

handle the Austin exclusively; the majority will also distribute medium and high-price cars.

"Last December we began advertising in one trade paper. In January we held a showing at the New York and Chicago automobile shows. In February we began advertising in seven trade journals and ten class magazines. "Meanwhile, we had placed ten men in the field as district sales managers. We shall add another within thirty days. Later we shall probably have about twenty district managers.

"Applications began to pour in from all parts of the country. During the first ninety days of our trade advertising we received inquiries at our Detroit office from more than 13,000 dealers, representing nearly 30 per cent of all dealers in the industry. During the past four months we have rejected contracts totaling over 40,000 cars, because the applicants were not entirely up to our standard.

"Our distributing organization is now about 85 per cent complete. We have ninety-four distributors signed up and they have contracted for 166,845 cars. Approximately 10,000 of these are for immediate shipment. We have asked distributors not to sign up many dealers until we are prepared to furnish them cars. The distributors operate retail departments and they will be able to sell most of our production for some months."

Mr. Best expects production at the rate of 200 a day by the end of July. The capacity of the plant is 500 cars a day and this could be reached, he said, in about four months.

He believes there is a present market for 2,000,000 or more bantam cars in America, and that his company can sell 250,000 or 300,000 cars a year.

### Trade Editors Meet Hoover

Editors and writers of business papers have been accorded the same recognition at the White House as those for newspapers—being admitted to President Hoover's press conferences on Tuesday and Friday of each week.

### New Advertising Paper

*The Artist and Advertiser*, a monthly publication for "those who use—and create—art in advertising," has been established in the Artists Building, Cincinnati, by Manuel Rosenberg, editor and publisher.

The Business Book League and Business Libraries, Inc., have been merged under the former name. Headquarters are at 160 Fifth avenue, New York.

## English Tire Industry Seeking Coal Trade; Sales at High Mark

English rubber manufacturers are starting a promotional campaign to induce the coal industry there to transport its products in motor cars. Because of the prevalence of good roads and short hauls the rubber men claim that this would save the British nation \$750,000,000 a year, put the coal industry on an economic basis and, in so doing, reduce unemployment.

Coal is the basic British industry. Unsettled conditions in it are said to be responsible for a sixth of present unemployment there.

While the tire business is slackening in the United States English tire companies are making rapid progress, SALES MANAGEMENT learns from its London correspondent.

Since the imposition of import duties, the average annual value of tires and tubes imported into the United Kingdom was £3,450,000. A year later these imports fell to less than £1,000,000. Exports between 1924 and 1927, on the other hand, about equaled imports, while in 1928 there was a favorable trade balance of £2,452,000. In 1929 imports fell to £616,000 and exports rose to £4,218,729.

More than double the amount of crude rubber is used in Great Britain as compared with 1925, and the United Kingdom now ranks second only to the United States as a consumer of rubber.

Three large American firms, one French and one Italian have set up factories in Great Britain since 1927, three of these since the establishment of the import duties.

### "Ice-Refrigerator Store" Planned in California

"The country's first non-profit ice-refrigerator store" will be opened soon in San Francisco, by the California Association of Ice Industries, as part of its program to combat the onslaughts of mechanical refrigeration.

Its personnel will include not only refrigerator salesmen, but experts of offering free information on ice-refrigeration facilities in homes and businesses.

### To Sell Brunswick Radios

Kimberly Radio Corporation, Chicago, has been appointed distributor for Brunswick radios and radio-panatropes in Northern Illinois and Western Indiana.

# Gossip

H. K. BOICE, for the last three years with Lennen & Mitchell, Inc., New York agency, and at one time president of Critchfield & Company, Chicago, has joined the Columbia Broadcasting System, New York, as director of sales. . . .

EARL GULICK, for many years with the General Outdoor Advertising Company, and the Poster Advertising Company, has been elected a vice-president of the Outdoor Advertising Agency of America, Inc., New York. . . . R. E. BOES has resigned as assistant director of media at Advertisers, Inc., to become director of media and market research of George Harrison Phelps, Inc. . . . MARVIN CASMIR, formerly with *Liberty* and the Fitzgerald Advertising Agency, New Orleans, and H. JULIAN LAIRD of the *Times-Picayune* there and more recently of the *Chicago Herald-Examiner*, have formed Casmir, Laird & Company, an advertising agency, with offices in the *Daily News* Building, New York City. . . .

GEORGE B. HAIG, head of the West Coast office of MacManus, Inc., is now with the Detroit office of the Jam Handy Picture Service. . . . T. G. JOHNSTONE, head of the Detroit sales force of Jam Handy Service, has been appointed head of the company's field department there. . . .

B. J. OLSEN, C. S. FERRIS and NATE CALDWELL have joined the Chicago office of Blackett-Sample-Hummert, Inc. Mr. Olsen, for the past ten years with the sales department of Quaker Oats Company, is in the merchandising department; Mr. Ferris, in the editorial department, and Mr. Caldwell, on radio. . . .

HAROLD P. BROWN, at one time with George Harrison Phelps, Detroit, and previously with Seelye & Brown there, is now with Earle Ludgin, Inc., Chicago. . . .

GEORGE HARRISON PHELPS, president of the Detroit agency of that name, was entertained last week at a luncheon in the House of Commons, London, given by Lord Lymington, Arthur Greenwood, Minister of Health, John Strachey, D. G. Somerville, W. E. D. Allen, and others. Mr. Phelps is in Europe as a special commissioner of The Department of Labor. . . .

HUGH BRANSON has been appointed assistant superintendent of agencies, at the Kansas City office, of the Bankers National Life Insurance Company, Jersey City, New Jersey. Mr. Branson had been field supervisor and organizer for both the former Denver company as well as the New Jersey company. . . .

THOMAS BELL, of Kodak, Ltd., London, was tendered a luncheon at the Hotel Lafayette, New York, last week, by the Association of National Advertisers, Inc. Mr. Bell is chairman of the Incorporated Society of British Advertisers, Ltd., with which the A. N. A. is affiliated. . . .

ALLEN H. SEED, JR., vice-president and general manager of Jordan Advertising Abroad, Inc., and W. D. CANADAY, vice-president in charge of advertising of Lehn & Fink Products Company, have been elected vice-presidents of the New York Junior Board of Trade. . . .

C. W. FULLER, who resigned recently as advertising director of *College Humor* to accept a similar position with *Holiday*, was given a watch by his former associates.

## New England's Second Largest Market

Classified advertising is an excellent barometer of the public's opinion of the pulling power of the newspapers in a community.

The Providence Journal-Bulletin carried 95% of all the classified advertising in Providence newspapers in 1929.

They also led in every other classification of advertising in 1929.

Circulation 128,158  
Net Paid

Providence Journal Company

Providence, R. I.

National Representatives

CHAS. H. EDDY CO.	R. J. BIDWELL CO.
New York Boston Chicago	San Francisco Los Angeles Seattle



## Kroger's Advertising Passes \$2,000,000; Starts Broadcasts

More than two million dollars will be spent in advertising this year by the Kroger Grocery & Baking Company, Cincinnati, second largest grocery chain, C. H. Schoenberger, director of sales and advertising, informed this magazine this week, in announcing that his company will inaugurate a regular weekly broadcasting program over a network of five middlewestern stations June 4.

The radio program, Mr. Schoenberger explained, will cost \$130,000 a year in addition to the regular appropriation—75 per cent of which is being devoted to newspapers and the balance to interior and exterior store display.

Operating some 5,600 stores, Kroger has expanded rapidly in the past few years, chiefly through acquisition of established chains. The advertising program is being extended in an effort to increase in 1930 the sales volume which last year reached \$286,000,000. Kroger's advertising appropriation is somewhat more than one-third of the \$6,800,000 which the Great Atlantic & Pacific Tea Company, largest grocery chain, is now spending.

## Libbey-Owens-Ford Appoints Warman

Bryan Warman has been appointed advertising manager of the Libbey-Owens-Ford Glass Company, recently formed by Libbey-Owens Glass Company to take over the business of the Edward Ford Plate Glass Company.

Formerly a sales and advertising executive with Dodge Brothers and George Harrison Phelps, Inc., Detroit agency, Mr. Warman recently has been advertising manager of Durant Motors. He will make his headquarters in Toledo.

## Tom Thumb Golf in Toronto

Tom Thumb Golf of Canada, affiliated with Fairyland Manufacturing Company, Chattanooga and Los Angeles, National Pipe Products Corporation, Rochester, Pennsylvania, and Tom Thumb Golf of New York and Chicago, makers of miniature Tom Thumb golf courses, has established headquarters at 84 John Street, Toronto.

## Packer Joins Dyer-Enzinger

A. H. Packer has joined the industrial advertising division of the Dyer-Enzinger Company, Inc., advertising agency at the Milwaukee office.

Mr. Packer recently had been connected with the Williams & Cunnyngham and Walther Buchen Company, Chicago advertising agencies.

## Chevrolet Turns Out 7,000,000th Car

The seven millionth car built by the Chevrolet Motor Company rolled off the assembly line at Flint, Michigan, May 28. The car, which happened to be a coach, is the 1,845,938th six-cylinder automobile produced by Chevrolet since this model was brought out in January, 1929. Nearly twelve years elapsed before Chevrolet's one millionth car was built, in February, 1923. The two millionth car appeared two years and five months later; the three millionth in January, 1927; four millionth in January, 1928; five millionth in September, 1928, and the six millionth in June, 1929.

## Republic Steel Merges Sales Headquarters

The Central Alloy, Donner Steel and other units of the Republic Steel Corporation have been merged with the general sales offices of the corporation at Youngstown.

J. M. Schlendorf, formerly vice-president in charge of sales for Central Alloy, will be general manager of alloy sales, and L. D. Mercer, formerly sales manager of Central Alloy's sheet division, will hold a similar position with Republic. William Vosmer, vice-president in charge of sales for Donner Steel Company, is now at Youngstown as manager of the bar division of the corporation. H. S. Schroeder has been appointed Western manager of sales for the Republic Steel Corporation, with headquarters in Chicago, it was announced by H. T. Gilbert, vice-president in charge of sales of the corporation. Mr. Schroeder formerly was vice-president and general sales manager of the Interstate Iron & Steel Company, Chicago.

General sales offices there are under the direction of H. T. Gilbert, vice-president in charge of sales.

## Heads Dodge Truck Sales

Walter S. Graves has been promoted from assistant director to director of truck sales for Dodge Brothers Motor Car Company, succeeding Howard E. Sneathen, resigned. W. F. Clancy and K. A. Ridenour are now assistant directors. Mr. Clancy has been in charge of sales in the Eastern states, and Mr. Ridenour in the Western states.

The commercial, publicity and advertising departments of the Westinghouse radio stations, WBZ and WBZA have taken offices in the Statler Building, Boston.

## Candy Show Combats Diet Fads; Dancers Eat Pound a Week

To combat diet fads which forbid candy and sweets as well as cigarette advertising against candy as an alleged fat producer, the National Confectioners' Association is presenting a specially written musical show, "Box o' Candy," which has started a thirty-six-weeks' tour of Fox theatres throughout the country.

Dancers in the show have been placed on an "energy" diet which includes at least one pound of candy a week for each throughout the tour. They are weighed in officially by the sealer of weights and measures on the opening day in each city where the show is booked.

A record of the weights is to be kept and the association hopes to prove that a daily ration of candy helps to promote physical fitness and does not increase weight. The dancers expect to maintain their normal weights until next November, when the troupe returns to Los Angeles, its starting point. There, Charles Fuller, municipal sealer of weights and measures, will compare their weights with those he made when the tour started.

The Toledo Scale Company has tied in by supplying scales for the official weight-taking in each city on the schedule.

Scenes in "Box o' Candy" include the appearance of the dancers on the stage after emerging from large boxes labeled "Bon Bons"; a backdrop with an "all-day-sucker" motif; candy-cane-dance numbers; "candy" costumes, and a finale in which the entire troupe gathers around an immense candy box for part of their daily ration of sweets.

In advance broadsides sent to the managers of theatres where the show is to appear it is stated that only the official sealer of weights and measures is to be permitted to weigh the troupe in. The managers are also told that advance arrangements have been made to have the dancers photographed making their own candy-sticks in a local candy factory. These pictures, together with the usual publicity stories, are to be given to the local press.

Cities in which the show will appear include San Francisco, Seattle, Denver, St. Louis, Milwaukee, Detroit, Philadelphia and New York.

## Now Richardson-Plant

The Richardson-Briggs Company, Cleveland, has changed its name to Richardson-Plant, Inc.



## Controlled Conditions Will Boost Business, Says Irving Fisher

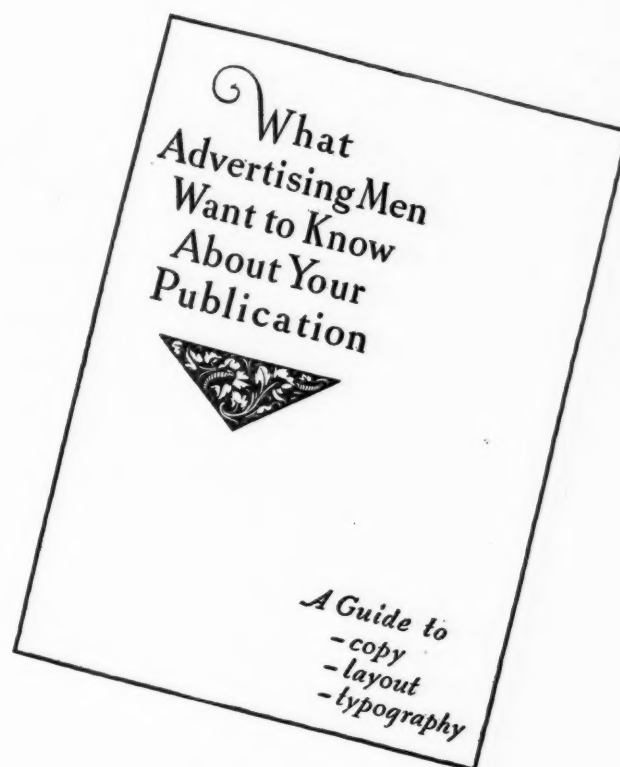
"Measures of prevention and control now in evidence in the so-called business cycle," added by "constant improvements in business methods and in invention," will be instrumental in restoring 'American economic activity to a basis of prosperity, Dr. Irving Fisher, professor of economics of Yale University, and newspaper syndicate writer and consulting economist to various large corporations, told the thirtieth anniversary convention of dealers of the Sparks-Withington Company, makers of automotive and radio appliances, at Jackson, Michigan, this week. Dr. Fisher's address was extemporaneous, but he prepared an advance digest of his remarks for SALES MANAGEMENT.

Among these measures of "prevention and control," some of which have been taken only in the last six months, Dr. Fisher cited the Federal Reserve System, "which aided in spreading business information, in constructing business indexes, and in exercising direct control over the general level of prices through open-market operations and adjustment of the rediscount rate. The measures taken by President Hoover did not stop the recession altogether, although it is manifest that without the cooperation of business leaders it might have gone further. To lessen it, the President relied on the steadying of what he termed two great balance-wheels of business. These were, first, public and private building, and, second, foreign trade.

"Since December, 1929, building awards have declined by 17 per cent. For April, awards show a 25 per cent loss over April, 1929. But the rapid upsweep of the curve for public works and utilities shows that President Hoover's committee has gained results. For the first three months of 1930 this curve rose above similar figures for 1929, and for April it ran only slightly below last year's figures. "But the administration seems to have failed in stimulating merchandise exports. They have declined each month of 1930 and for April, exports were lower than in any other April since 1925, as was also the case with imports. For the twelve months up to April, 1930, there was a net export balance of \$779,100,000, as compared with the export balance of \$1,201,500,000 for the preceding twelve months.

"Employment has also declined. In  
(Continued on page 405)

## Our New Brochure



*Is now ready for mailing.  
Ask for your copy on your  
business stationery*

**STANDARD RATE & DATA SERVICE**  
*The National Authority*  
536 LAKE SHORE DRIVE  
**CHICAGO**

## Launch Grape Pool; New Federal Body Will Fix Prices

Large independent packers of California have agreed to buy their entire raisin supply from the California Grape Control Board, Ltd., a co-operative organization just established under the supervision of the Federal Farm Relief Board.

The eight concerns which have signed contracts are the California Packing Corporation (Del Monte products); Rosenberg Brothers & Company; Guggenheimer & Company; Bonner Packing Company; A. J. Sturtevant Packing Company; Chaddock Packing Company; Lyon Packing Company; and the Sun-Maid Raisin Growers, the raisin cooperative, recognized as a separate packer under the Grape Control Board arrangements.

These concerns together control more than 65 per cent of the industry, the annual sales volume of which is nearly \$50,000,000. With the plan in full operation, it is believed the volume may be increased by \$20,000,000.

Under the new contracts, the packers forego the old guarantee of a profit of \$5 a ton, a provision of similarly projected contracts before. The power of fixing prices in the sweatbox is taken out of the hands of the private or independent packers, also out of the hands of the Sun-Maid Raisin Growers, and placed with the joint California Raisin Pool. The pool also has authority to fix quantities and time of sale, thus regulating the flow of the product into the packer market.

The contracts provide that packers may not sell bulk raisins of the crop on hand (the 1929 crop) for more than one-quarter of a cent below the price already set by Sun-Maid, and may not sell package raisins for more than one cent a package below the Sun-Maid price. Violation of this clause by a packer will automatically stop delivery of raisins to him.

## Steel Founders Adopt Standard Sales Forms

The Steel Founders Society of America, Inc., has adopted a standard sales agreement, order acceptance, quotation sheet and a set of standard customs for its industry.

The new forms are expected to simplify and clarify many questions arising between buyers and sellers, Granville P. Rogers, managing director of the society, explained.



H. G. Hersh

## H. G. Hersh to Supervise Auburn District Heads

H. G. Hersh has been appointed supervisor of district sales managers of Auburn Automobile Company, Auburn, Indiana. The new position will be in addition to his present duties as advertising and sales promotion manager.

The company's distributing system includes fifteen district sales managers.

## Boston Tech Establishes Business Department

Business training with an engineering background as a preparation for management in commerce and industry will be given in a separate department of undergraduate and graduate instruction at the Massachusetts Institute of Technology next autumn.

The new department will be sponsored by an advisory committee which includes Victor M. Cutter, president, United Fruit Company; John R. Macomber, president, Harris, Forbes & Company; F. Wright Fabyan of Bliss, Fabyan & Company; Alfred P. Sloan, Jr., president of General Motors Corporation; Charles A. Stone, chairman, Stone & Webster, Incorporated, and Gerard Swope, president of General Electric Company.

## F. T. C. Checks Blatz

Use of the word "Bohemian" in advertising a hop-flavored malt syrup of the Val Blatz Brewing Company, of Milwaukee, has been prohibited by the Federal Trade Commission, "unless or until the syrup is flavored exclusively with hops imported from Bohemia or Czechoslovakia."

## British Film Makers Establish a Cartel; Sell Group Brand

Six photographic material companies in Great Britain have combined to manufacture a single brand of camera roll film for that market. They will retain complete independence in the manufacture and sale of other photographic materials and in selling film, each under its own label, in foreign markets.

The action was taken to combat attempts of French and German makers to gain a foothold there. The conflict has brought about considerable price-cutting.

Participating companies are Ilford, Ltd.; Illingworth & Company, Ltd.; Rajar, Ltd.; Gem Dry Plate Company, Ltd.; Wellington & Ward, Ltd., and Imperial Dry Plate Company, Ltd. The new brand will be known as Selo. The companies expect this method to reduce overhead charges materially, as a result of standardized processes and mass production. It will also enable dealers to reduce their stock of films.

Simultaneously, a reduction has been made in prices, 50 per cent in some cases, this step being followed by the foreign manufacturers.

The Kodak Company, Ltd., British subsidiary of the Eastman Kodak Company, has effected a corresponding reduction.

## Sales Executives Select White Sulphur Springs

The annual meeting of the American Society of Sales Executives will be held at White Sulphur Springs, West Virginia, October 9-11, T. J. Reynolds, of the Diamond Match Company, New York, president of the society, announced this week.

At the spring meeting at Congress Lake, Ohio, last week, the society elected three new members: Arthur C. Port, general sales manager, P. H. Hanes Knitting Company, Winston-Salem, North Carolina; C. W. Harris, manager sales department, R. J. Reynolds Tobacco Company, Winston-Salem, and George S. Fowler, vice-president in charge of sales, the Simmons Company, New York.

The Gamewell Company, Boston, maker of electrical apparatus, fire alarm systems and other fire protection devices, announced this week plans to acquire the Rockwood Sprinkler Company of Massachusetts. Purchase will be financed through an issue of \$6 cumulative convertible preferred stock, to be sold to Gamewell stockholders.

## Account Changes

LETZ MANUFACTURING COMPANY, Crown Point, Indiana, farm implements, to N. W. Ayer & Son, Inc., Chicago.

TUNG-SOL RADIO TUBES, INC., Newark, to Addison Vars, Inc., New York City. Newspapers, trade papers and direct mail.

ART-IN-LINENS, INC., New York City, bedspreads, curtains, scarfs, etc., to Cleveland & Shaw, Inc., there.

AIR-SEA-LAND AIRCRAFT, INC., aircraft distributors and flying school operators; and the PRIVATE EDITIONS COMPANY, INC., book publishers, both of Chicago, to Grace & Holliday, Detroit and New York.

SCHAVOLITE GOLF CORPORATION, New York City, golf clubs, to Addison Vars, Inc., New York City.

PECK & STERBA, INC., New York City, proprietary product, to William B. Remington, Inc., Springfield, Massachusetts. Newspapers and magazines.

NEW YORK ELECTRICAL SCHOOL, New York City, to George C. Sherman Company, Inc., there. Newspapers and magazines.

ANTIDOLOR MANUFACTURING COMPANY, INC., New York City, Anti-Py-O toothpaste, to the Gotham Advertising Company of that city.

STORY & CLARK RADIO CORPORATION, Grand Haven, Michigan, to Williams & Cunyngnam, Chicago. Newspapers.

METAL TEXTILE CORPORATION, Orange, New Jersey, Chore Girl utensil cleaner; FLORENCE STOVE COMPANY, Boston, oil stoves, room and water heaters; KENDALL MANUFACTURING COMPANY, Providence, Rhode Island, Whale Soapine and soap products; and the PICTORIAL REVIEW COMPANY, New York, to Erwin, Wasey & Company, New York City.

THORNTON-FULLER AUTOMOBILE COMPANY, Philadelphia, distributors of Dodge and Plymouth motor cars, and Dodge Trucks, to Jerome B. Gray of that city. Newspapers and direct mail.

DELRAY CORPORATION, San Francisco, ravioli, to Emil Brisacher & Staff there.

HOWARD CLOTHES, INC., clothing store chain; and ADAM HAT STORES, INC., hat store chain, both of New York, to Glicksman Advertising Company, Inc., there.

C. F. CHURCH MANUFACTURING COMPANY, Holyoke, Massachusetts, Sani-Seats, to F. J. Ross Company, Inc., New York. Effective July 1.

### Heads Page & Shaw Sales

Frank Gainsborough, formerly art director of the Page & Shaw Company, candy manufacturers, at Boston, has been appointed general sales manager.

## The Christian Science Monitor



### A Service of Outstanding Value

The Monitor supplies something which no other newspaper and no magazine is able to provide; namely, retailers in hundreds of cities who themselves advertise in the Monitor and mention in their advertisements products nationally advertised in the Monitor.

Manufacturers' campaigns in the Monitor are "merchandised" to these dealers by more than 500 Monitor advertising representatives.

This service not only increases sales through present dealers but adds many new outlets.

Published by The Christian Science Publishing Society, Boston, U. S. A.

TP20a-5/30



RAYMOND BILL, *Editor*; HENRY J. WRIGHT, *Advisory Editor*; A. R. HAHN, *Managing Editor*; D. G. BAIRD, R. C. HAY, FRANKLIN JOHNSTON, HERBERT KERKOW, WALTER MANN, JOHN ALLEN MURPHY, RAY B. PRESCOTT, FRED SUHR, JAMES TRUE, *Associate Editors*; LAWRENCE M. HUGHES, *News Editor*; DOROTHY GUERNSEY, *Desk Editor*.

## Editorials

**THE SCRAMBLE FOR SALES:** It is a hopeful sign that increasing attention is being given to the profit side of business as distinguished from mere volume. At the recent convention of the National Retail Dry Goods Association in Chicago the subject was presented vividly by G. L. Davis, vice-president of Saks-Fifth Avenue (New York department store) in a paper which cited four typical cases: Company A with sales in 1929 of \$25,900,000, a gain over 1928 of half a million dollars and profits of a million, showing a loss just equal to the gain in volume; Company B with sales in 1929 of \$13,200,000, a million more than the year before but profits reduced by \$1,175,000; Company C with sales of \$32,000,000, a gain of \$2,500,000 but profits down \$700,000; Company D with sales of \$26,700,000, up \$2,100,000 but profits off \$270,000. "Of what avail is all this scramble for business at a loss?" asked Mr. Davis, adding: "Any fool can sell volume at a loss, but in doing so he does a twofold injury, first to himself, and secondly to his competitor. . . ." Sound business methods still prevail, yet instances like those given by Mr. Davis are to be found in almost every batch of income statements that comes to hand. And only the other day one group of book publishers announced a reduction in the price of popular novels from \$2 to \$1.50 and another has gone the whole hog with a cut to \$1—both seeking larger sales as the *sumum bonum* of trade. If the price cutters are able to swell profits at the same time no one will criticize them.

**ADVERTISING TESTS:** Every now and again we have more or less heated discussions of methods to test advertising in terms of sales. Such discussions seem especially pertinent when volume and profits are not easily maintained. Julius Klein of the Department of Commerce touched on one phase of the subject in a recent broadcast talk in which he admonished those who have goods to sell to avoid ballyhoo, on the ground that the public is in a mood to examine values closely and to turn away from exaggerated claims of excellence. The retailers are busy with the same theme. Some of them go so far as to declare that, in the absence of a reliable yardstick with which to measure their returns from advertising, they are spending millions of dollars in the dark. . . . It is noticeable, however, that in talk of this kind the men who spend most for advertising do not often join. They care little about theories

and are not greatly concerned with tryouts on a narrow scale. They are satisfied with their own experience. They understand that advertising is an essential step to sales, in the sense that knowledge of an article or service is a necessary prerequisite to desire for it. They have learned that if their goods are not kept in the public mind for what they are, demand for them will fall off, and that there is a close relation between this demand and the character and amount of information they impart about what they have to sell. . . . The question, therefore, is not how to test the value of advertising in general but how to find out what sort of advertising pays best in particular cases. To the careful observer that problem need present few difficulties. His own records are before him for analysis and what others are doing in the sight of all men he should be able to study to his own advantage.

**OUR NEW MARKETS:** Early outgivings of census supervisors tell of some remarkable urban developments. In a single day, for instance, we have news that Miami has expanded from a town of some 30,000 to a metropolis of 110,000 and that Oklahoma City, which ten years ago was barely in the outskirts of the 100,000 group cities, has already attained the distinction of a great municipality with not far from 200,000—183,000. Of cities that are literally new, like Berkeley Hills—little more than a hamlet in 1920—the number revealed by the present census is substantial. In some cases suburbs, we learn, have grown faster than the cities they surround. But there is unmistakable evidence of a continued, if not accelerated, drift toward concentration of population. The automobile, for all its disregard of distance, has not thus far tended to scatter our dwelling places. . . . To manufacturers and distributors of merchandise this information is of the utmost importance. It emphasizes the need of careful local studies to keep sales promotion and sales effort abreast with unfolding opportunities and should facilitate measures devised to cut off profitless work. It is of greatest value, perhaps, to producers and jobbers whose fields are sectional in scope. But even those who think only in terms of country-wide demand are interested in knowing how and where centers of consumption are springing up and enlarging their dimensions. America has reached a stage in her development which, from the point of view of industry, throws into the highest relief the reassortment of her people's groupings rather than the increase in total numbers.

## 900 Customers Adopt New Paterson Mark on Food Wrappers



Nine hundred manufacturer and retailer customers of the Paterson Parchment Paper Company, Passaic, New Jersey, have adopted for their own use in

wrapping perishable food products a "keymark" which the company first announced in national advertising last September.

The "keymark," in one-inch and three-quarter-inch sizes, carries a picture of a soldier of the middle ages bearing a banner "Protected in Paterson Genuine Vegetable Parchment." In view of the fact that the initial advertising thus far has consisted of only five pages in the *Saturday Evening Post*, the company is especially gratified with the response.

Although Paterson's parchment has been used for forty-five years—originally for print butter, and later for various meats and fish, ice cream, tea and coffee and fresh vegetables—the company decided only last summer to work out a method for identifying them and to urge women to look for the Paterson name on the wrappers of perishable products which they bought. In cooperation with Platt-Forbes, Inc., New York, the company's advertising agency, they created the "keymark." The advertisements tell the public of the qualities and of the manufacturing processes in producing the paper. The "keymark" usually appears after the food manufacturer's or retailer's own name or trade-mark.

## Shattuck Buys Wallace; Expands Distribution

Frank G. Shattuck Company, New York, owner and operator of the Schrafft's Stores, has acquired Wallace & Company, Brooklyn candy manufacturers, as part of a nation-wide expansion program.

Wallace & Company, sixty years old, also conduct a wholesale business. It manufactures a general line of candies, distributed by a sales force throughout the United States. It will be retained as a subsidiary, with present executive personnel. A. M. Kelly, head of Wallace & Company, is president of the National Confectioners' Association.

Hazard Advertising Corporation, New York agency, is at 295 Madison Avenue.

## F. A. A. Will Divide Convention by Cities

Intstead of being divided by the type of financial service, the convention of the Financial Advertisers' Association, at Louisville, September 17-20, will be split into groups in accordance with sizes of cities, A. E. Bryson, of Halsey, Stuart & Company, president, announced this week. This grouping was decided on, Mr. Bryson said, because an "institution in a large city has more to gain from the experience of another like institution than it has from the experience of some small city bank. The converse is equally true."

H. A. Lyon, Bankers Trust Company, New York City, is the general chairman for the convention, and A. Douglas Oliver, Providence Trust Company, Philadelphia, general program chairman. Clinton F. Berry will be program chairman for the big city department; Virgil D. Allen, First Bank & Trust Company, Utica, for medium cities, and Wayne Hummer, La Salle National Bank, La Salle, Illinois, small cities.

The theme of the convention is "The Challenge of the Next Decade."

## New England Companies Increase Advertising

Fourteen of thirty-nine New England advertising agencies who responded to an inquiry by the New England Council have reported general increases in advertising appropriations for their clients this year; eight showed no change, and five both increases and decreases about equally balanced and five decreases, the council announced this week.

Of the fourteen, three reported "big increases."

Three reports, the council found, were too general to be classified. One conveyed no information. One "expected" increased advertising effort later in the year. One reported advertisers "very conservative," and one measured more interest in advertising by reporting an increase in the number of its accounts.

## Foote Promotes Emmons

Francis A. Emmons, formerly sales manager, has been elected vice-president in charge of sales and advertising of the Gear division of Foote Brothers Gear & Machine Company, Chicago.

Devine-Tenney Corporation, New York, has been appointed national advertising representative of the Fairmont, West Virginia, *Morning Times*, *Sunday Times* and *Evening West Virginian*.



## YOU CAN'T HIT THE MARK—BLINDFOLDED

*Blind Advertising accounts for much of the so-called Advertising Waste.*

The utmost care should be exercised by advertisers in their selection of markets and media.

Here, in Newark and Northern New Jersey is a combination of the two, time-tried, tested and **PROVEN** to be one of America's most prolific combinations.

For the past five years, the

## Newark Evening News

has led ALL six-day newspapers in the United States in volume of National Advertising.

## Why?

**RESULTS—That's Why!**

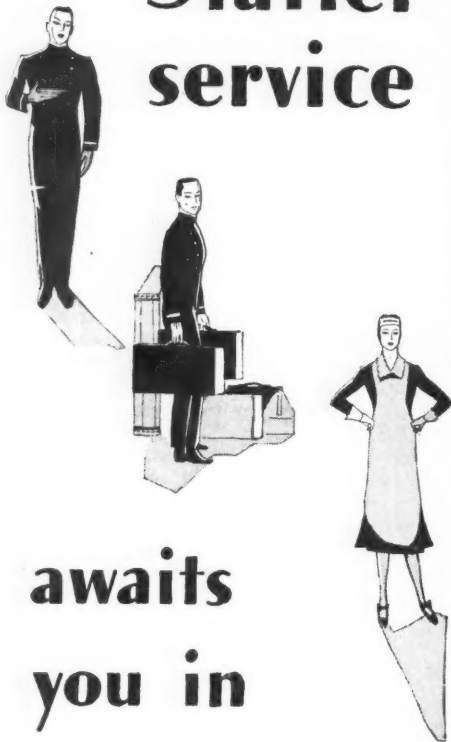
**Newark Evening News**  
ALWAYS REACHES HOME

**EUGENE W. FARRELL**  
Business and Advertising Manager  
215-221 Market Street, Newark, N. J.

**O'MARA & ORMSBEE, INC.**  
General Representatives  
New York Chicago Detroit San Francisco  
Los Angeles



## Statler service



awaits  
you in  
six cities

So you get "Statler Service" here, from employees trained in an interested helpfulness to guests.

You get the comforts of radio in your room, a morning paper under your door, running ice water, a bed-head reading lamp, and other "extra" conveniences for which you aren't charged extra.

You get the benefit of rates which are fixed and unchanging, regardless of conditions—and every room's rate is posted, in plain figures, in that room.

And you get a guarantee of your satisfaction, from the time you come in the door.

In any of six cities you can have "Statler Service."

# HOTELS STATLER

BOSTON DETROIT  
BUFFALO ST. LOUIS  
CLEVELAND NEW YORK  
[Hotel Pennsylvania]

## Kelvinator's Plan for Pre-Testing Selling Methods

(Continued from page 381)

"The sales training was continued in morning meetings and we found, by the way, that morning meetings are essential, both for this purpose and for discussing practical problems which arise from day to day."

Field methods also came in for much experiment and study. Practically every known plan of supervising and directing salesmen was tried. Telephone canvass, direct mail and various methods of canvassing for prospects were tested.

One conclusion reached was that nothing can take the place of the well-known cold-turkey canvass. Some of the most successful salesmen wouldn't even accept prospects obtained in other ways.

Another was that each salesman should be given an exclusive territory large enough to take about ninety days to cover and then should be held there permanently. He is expected to canvass systematically and by the time he works the territory he should start back again. He is required to turn in a daily work sheet, listing the number of calls made, number of people talked with, number of prospects secured, appointments made, owners called on, and dates of call-backs. The call-backs are watched carefully. It is desired that one follow up all live prospects, but it is not desired that one merely accumulate a long list of doubtful ones.

### Schedule for One Day

It was found that on the average a salesman should ring forty door-bells, talk with twelve people, and secure two appointments for evening demonstrations each day, and he should close at least one sale that evening. Emphasis was placed on definite, immediate appointments for home demonstrations. If a prospect wanted to make the appointment for some evening several days later, that was worth following up then, but it did not count for that day.

As a salesman can make only about two demonstrations in an evening, it was decided that when one had made two appointments for that evening his day's work was done. It was not desired that he continue canvassing and make future appointments, as these are too frequently broken by prospects.

It was found best to employ a

supervisor for every six salesmen and to prohibit their selling for their own account. Supervisors contact with each salesman at least once a day in the field and as the salesman never knows at what time or how many times his "super" will be along he has to keep working. The supervisor studies each salesman's performance, watches to see that he makes call-backs and demonstrations, helps him close, and acts as an intermediary between him and the retail sales manager. He is not permitted to sell because of the danger of controversy between him and salesmen over prospects and because each salesman has a protected territory in which he is entitled to all the business. The supervisor's remuneration is a drawing account against an overriding commission.

### Short Sales Contests

In experimenting with ways and means of stimulating salesmen, a very short sales contest was found most effective. Objections to longer ones included the difficulty of maintaining enthusiasm, the fact that one or a few salesmen get a big lead and others quit trying, the turnover of salesmen, and the remoteness of the reward. Contests usually were promoted for only a few days, therefore, and one of the most effective plans proved to be that of announcing a one-day contest some morning without warning and offering a bonus for everyone who made a sale that day. Mr. Woodcox said that some salesmen apparently worked harder to win a dollar bonus than for the regular commission.

About the only question not definitely answered was that of whether to allow salesmen a drawing account. Different plans have been tried out, but no final decision has been reached. At present the manager is allowed a weekly sum of money which he distributes among the salesmen as he thinks best, depending largely on the immediate needs of the men.

While the sales laboratory has been changing methods frequently, it has been, nevertheless, successful in holding direct selling expenses below 18 per cent, somewhat less than the average.

The results of this series of experi-

ments are now being embodied in a complete new series of sales helps for dealers, including a standard course of sales training, approach and demonstration, a series of thirty charts illustrating pertinent points concerning refrigeration in general and Kelvinator in particular and how to sell it, a series of lantern slides of the charts and views in the Kelvinator factory, and a series of presentations on the various sales problems such as hiring salesmen, training them, supervising them and keeping them working.

In addition, the laboratory has sent out about fifteen men who are now retail sales managers in key cities and a dozen others who are conducting sales schools for distributors and dealers. The results of their work are said to have been very gratifying.

### Controlled Conditions Will Boost Business

(Continued from page 399)

manufacturing and seven other major industrial groups, decreasing 1 per cent during March, 1930, as compared with February, 1930. Only twice since 1919 has employment declined between February and March. Payroll increase has been more than ten times as great during all years on record except during 1924, when there was a slight decline.

"But money rates have been easy. The New York rediscount rate has been reduced to 3 per cent—below most of the other money rates. Collateral loans by bankers have brought the level of brokers' loans to \$2,900,000,000, close to the highest record. Demand for credit from commercial sources is declining still further, while demand from the securities market increased.

"It would appear, therefore, that Mr. Hoover's reliance on lowered money rates has not yet been justified; but that cheap money has helped a rising stock market. This recovery now amounts to 27 per cent of the loss from high to low of the crash.

"But Julius H. Barnes, chairman of Hoover's National Business Survey Conference, reports 'for the first quarter of 1929, which exceeds this capital obtained by producing and distributing corporations total \$1,584,000,000, a record except in the first quarter of 1929, which exceeds this less than 2 per cent.'

"The prospect for foreign trade would be better if it could be stimulated, first, by a resumption of foreign loans, and, second, by reciprocal trade relations helped by a lowered tariff."

MEMBER 100,000 GROUP OF AMERICAN CITIES

## National Advertisers Show a Preference for the Peoria Journal-Transcript!

By giving them 149,314 lines more (First Four Months of 1930) than the second Peoria newspaper.... It is the "4 out of 5" homes coverage which gets RESULTS!

## THE PEORIA JOURNAL-TRANSCRIPT

PEORIA, ILL.

Chas. H. Eddy Co., Nat'l Repr :: Chicago, New York Boston

Read In 4 Out of 5 Homes



Summer Days Are Comfortable... Here

SUMMER days in Chicago are comfortable... at THE DRAKE. Pleasant... spacious... airy rooms and an ideal location... overlooking Lake Michigan... Beach, bridge paths... Lincoln Park... and other attractions immediately accessible. Rates begin at \$5 per day. Permanent Suites at Special Discounts.

THE DRAKE HOTEL, CHICAGO  
Under Blackstone Management

"AN ADDRESS OF DISTINCTION"

## 600,000 Women Y.W.C.A. Members

are now planning

### Vacation Tours

and will need

### Vacation Supplies

Have you anything to interest women who spend from one month to ten weeks vacation with pay?

Write for plan of services of the Advertising Department of

## THE WOMAN'S PRESS

The official national magazine of the Young Women's Christian Association which reaches all the executives of the organization.

Address:

CLARA JANOUCH, Adv. Mgr.  
600 Lexington Avenue  
New York City



## Announcement

The New York Office  
of the  
**NATIONAL NEGRO  
BUSINESS LEAGUE**

has been removed to

Room 704—Calvert Building  
145 West 41st Street

PHONE: WISconsin 2784

The League is pro-  
moting the C. M. A.  
Stores, an organization  
of progressive Negro  
retail grocers.

Main Office  
Tuskegee Institute, Alabama

## YOU KNOW HE'S GOT IT



he feels sure of him-  
self—guesswork does-  
n't go with him. He  
has the *Standard Ad-  
vertising Register* —  
the Red Book — he  
knows.

The *Standard Advertising Register* is a thoroughly depend-  
able *Service* giving you the  
essential details about *National  
Advertisers* and *Advertising  
Agencies*. Our large force is  
constantly busy with revisions.  
We aim to keep abreast of the  
current changes. There is no  
*Service* so thorough or complete.  
Write our nearest office.

**Quit Guessing  
Get the Register!!**

**National Register Publishing  
Company**

245 Fifth Avenue - - New York  
140 So. Dearborn Street - - Chicago  
7 Water Street - - Boston  
Russ Building - - San Francisco  
Chamber of Commerce Bldg., Los Angeles

## Comparative Advertising Figures in the Tobacco and Soap Fights

(Continued from page 392)

liberty to disclose. On that point, therefore, it must suffice to say that the number of cakes of both makes sold through these outlets, totaling many thousands, amounted to not far short of fifty million in 1928, so that their respective sales over the period covered give a pretty good clue to their relative progress in popular favor.

The only way of showing this in the circumstances is by resort to index numbers. To do this we make total number of cakes of both kinds sold in 1928 equal one hundred and reduce the sales of each in 1928, 1929 and the first four months of 1930 to percentages of that amount, as follows:

Toilet Soap Sales 1928-April 30, 1930 (Combined sales in 1928=100)			
Years	Palmolive	Lux	Combined
1928	62.43	37.57	100.00
1929	58.40	48.73	107.13
1st 4 mos.			
1928	30.96	10.43	41.39
1929	18.26	17.71	35.97
1930	23.12	16.63	39.75

The record for the complete years is better than the record of the first four-month periods, it should be said, owing to the effect of special sale drives in different months.

With the facts in our possession about cigarette sales readers of *SALES MANAGEMENT* are more familiar, figures concerning them similar in character to those above having been published in these pages on two previous occasions. The most recent publication showed the relative sales of Camel, Lucky Strike, Chesterfield and Old Gold in the ten months ended October 31, 1929. It is now possible to indicate the respective positions of these brands for the full year 1929 compared with 1928, as well as for the four months ended April 30, 1930. In the case of cigarettes the percentages are of dollar sales amounting to a very substantial ratio of all sales of the popular makes:

Cigarette Sales 1928-April 30, 1930				
Years	Camel	Lucky Strike	Chesterfield	Old Gold
1928	42.02	27.57	22.14	8.27
1929	46.07	40.02	25.72	10.64
1st 4 mos.				
1929	15.45	11.22	7.79	2.99
1930	21.39	17.01	9.87	4.06

The fighting character of some of the recent cigarette advertising as well

as the large volume used by all companies gives particular interest to the figures for 1930. Lucky Strike, the most aggressive, seems to be more than maintaining its remarkable gain, which exceeded 45 per cent in 1929 over 1928, reaching 51 per cent in 1930, and in the East establishing it in first place. Camel, which added little more than 9 per cent to its sales in 1929 over 1928, put on nearly 40 per cent in the first four months of this year in response to the active advertising now going on, which was opened with a page blast against its belligerent rival. Chesterfield, second largest cigarette advertiser in the current year, also added substantially to its progress. The rate of growth of Old Gold was also more than maintained.

## Lord, Agency "Dean," Dies in 86th Year

Daniel Minor Lord, until 1904 head of Lord & Thomas, now Lord & Thomas and Logan, advertising agency, and a "dean" of American advertising, died at his home in New York this week in his eighty-sixth year.

Born at Newton Corner, Massachusetts, Mr. Lord, in 1868, went to Chicago to seek his fortune—entering the employ of the Chicago City Railway Company as collector of horsecar receipts. He then joined the staff of the *Inquirer*, a Presbyterian newspaper, and became a successful salesman. Two years later he and George W. Sharpe founded Sharpe & Lord agency. Soon afterward H. Chandler & Company joined forces with the firm, and in 1879 he met A. L. Thomas in New York and founded Lord & Thomas.

## General Petroleum Starts Its Biggest Campaign

Two hundred newspapers in British Columbia, Washington, Oregon, California, Nevada and Arizona—tied in with weekly radio broadcasts over six stations, 200 painted highway bulletins, 300,000 "special messages" to motorists and other media—are being employed by General Petroleum Corporation, affiliated with the Standard Oil Company of New York, in its largest advertising program.

# April Newspaper Lineage in Seventy-eight Cities

(Continued from page 394)

\*Press Scimitar . 714,091 756,833 — 42,742  
Totals ..... 2,691,626 2,748,354 — 56,728

**MIAMI**  
Herald ..... 916,748 920,514 — 3,766  
News ..... 556,472 573,566 — 17,094  
Totals ..... 1,473,220 1,494,080 — 20,860

**MILWAUKEE**  
Journal ..... 1,705,283 1,785,413 — 80,130  
Sentinel ..... 501,815 540,047 — 38,232  
\*Leader ..... 233,309 194,592 + 38,717  
Wis. News ..... 681,731 703,690 — 21,959  
Totals ..... 3,122,138 3,223,742 — 101,604

**MINNEAPOLIS**  
Tribune ..... 1,287,308 1,334,429 — 47,121  
Journal ..... 1,274,526 1,373,080 — 100,554  
\*Star ..... 643,063 594,628 + 48,435  
Totals ..... 3,204,897 3,304,137 — 99,240

**NEW BEDFORD (MASS.)**  
Times ..... 531,296 474,197 + 57,099  
Standard ..... 495,305 509,773 — 14,468  
Totals ..... 1,026,601 983,970 + 42,631

**NEW ORLEANS**  
Times-Picay ..... 1,576,679 1,646,564 — 69,885  
Item ..... 851,864 865,835 — 13,971  
States ..... 686,022 743,245 — 57,223  
\*Tribune ..... 492,558 543,889 — 51,331  
Totals ..... 3,607,123 3,799,533 — 192,410

**NEW YORK**  
Times ..... 2,484,479 2,882,038 — 397,559  
Herald Trib. .... 1,678,653 1,888,927 — 210,274  
World ..... 980,924 1,189,988 — 209,064  
American ..... 954,102 1,099,976 — 145,874  
News ..... 1,123,531 976,774 + 146,757  
\*Mirror ..... 210,308 191,152 + 19,156  
\*Sun ..... 1,572,604 1,664,168 — 91,564  
\*Journal ..... 1,268,632 1,325,549 — 56,917  
\*Eve. World ..... 880,723 910,386 — 29,663  
\*Post ..... 474,260 565,715 — 91,455  
\*Graphic ..... 308,948 335,711 — 26,763  
\*Telegram ..... 547,835 523,477 + 24,358  
Brooklyn Eagle ..... 1,485,574 1,649,809 — 164,235  
\*Standard Union ..... 332,838 463,784 — 130,946  
Brooklyn Times ..... 458,914 475,489 — 16,575  
Bronx Home News ..... 484,063 498,876 — 14,813  
Totals ..... 15,246,388 16,641,819 — 1,395,431

**NEWARK**  
Evening News. . . 2,032,997 1,972,777 + 60,220  
(No other figure available for Newark.)

**OAKLAND**  
Tribune ..... 1,453,718 1,577,996 — 124,278  
\*Post-Inquirer ..... 795,326 847,868 — 52,542  
Totals ..... 2,249,044 2,425,864 — 176,820

**OKLAHOMA CITY**  
Oklahoman ..... 979,720 947,601 + 32,119  
\*Times ..... 865,061 827,012 + 38,049  
\*News ..... 534,742 617,381 — 82,639  
Totals ..... 2,379,523 2,391,994 — 12,471

**OMAHA**  
World-Herald ..... 1,233,946 1,232,415 + 1,531  
Bee-News ..... 644,217 628,152 + 16,065  
Totals ..... 1,878,163 1,860,567 + 17,596

**PHILADELPHIA**  
Inquirer ..... 1,399,365 1,611,725 — 212,360  
Record ..... 713,760 763,602 — 49,842  
Ledger ..... 1,073,304 1,188,279 — 114,975  
\*Eve. Ledger ..... 1,038,473 1,165,280 — 126,807  
\*Bulletin ..... 1,805,285 1,861,397 — 56,112  
\*News ..... 548,030 462,455 + 85,575  
Totals ..... 6,578,217 7,052,738 — 474,521

**PITTSBURGH**  
Press ..... 2,281,892 2,295,409 — 13,517  
Sun-Telegraph ..... 1,798,938 1,547,363 + 251,575  
\*Post-Gazette ..... 847,407 929,405 — 81,998  
Totals ..... 4,928,237 4,772,177 + 156,060

**PORTLAND (ORE.)**  
Oregonian ..... 983,654 1,114,456 — 130,802  
Journal ..... 983,500 907,956 + 75,544  
\*Telegram ..... 571,116 585,690 — 14,574  
\*News ..... 429,982 381,976 + 48,006  
Totals ..... 2,968,252 2,990,078 — 21,826

**PROVIDENCE**  
Journal ..... 878,185 925,028 — 46,843

\*Bulletin ..... 1,563,542 1,419,980 + 143,562  
Tribune ..... 241,657 — 241,657  
\*News-Trib. .... 522,344 420,477 + 101,867  
Sunday News-Tribune ..... 22,465 42,241 — 19,776  
Totals ..... 2,986,536 3,049,383 — 62,847

**READING (PA.)**  
\*Times ..... 759,990 661,584 + 98,406

**RICHMOND**  
\*News-Leader ..... 1,060,990 1,002,064 + 58,926  
Times-Disp. .... 902,286 899,556 + 2,730  
Totals ..... 1,963,276 1,901,620 + 61,656

**ROCHESTER**  
Journal American ..... 1,004,496 954,605 + 50,361  
\*Times Union ..... 1,216,311 1,218,760 — 2,449  
Dem. & Chron. .... 1,207,036 1,287,724 — 80,688  
Totals ..... 3,428,313 3,461,089 — 32,776

**ST. JOSEPH**  
News-Press ..... 662,788 650,776 + 12,012  
Gazette ..... 398,118 428,792 — 30,674  
Totals ..... 1,060,906 1,079,568 — 18,662

**ST. LOUIS**  
Post-Dispatch ..... 2,072,280 2,098,320 — 26,040  
Globe-Democ. .... 1,087,800 1,261,500 — 173,700  
\*Star ..... 693,000 669,300 + 23,700  
Times ..... 376,800 340,200 + 36,600  
Totals ..... 4,229,880 4,369,320 — 139,440

**ST. PAUL**  
\*Dispatch ..... 941,024 911,904 + 29,120  
Pioneer ..... 930,874 1,046,472 — 115,598  
News ..... 688,338 719,880 — 31,542  
Totals ..... 2,560,236 2,678,256 — 118,020

**SALT LAKE CITY**  
Tribune ..... 1,071,546 1,176,112 — 104,566  
\*Deseret News ..... 555,044 546,560 + 8,484  
Telegram ..... 522,284 518,364 + 3,920  
Totals ..... 2,148,874 2,241,036 — 92,162

**SAN ANTONIO**  
\*\*Expr's-News ..... 1,786,686 1,972,052 — 185,366  
Light ..... 886,597 993,130 — 106,533  
Totals ..... 2,673,283 2,965,182 — 291,899

\*Includes morning and Sunday Express and evening News

**SAN FRANCISCO**  
Chronicle ..... 1,070,482 1,077,062 — 6,580  
Examiner ..... 1,460,872 1,652,914 — 192,042  
Call-Bulletin ..... 912,968 828,548 + 84,420  
\*News ..... 839,552 630,980 + 208,572  
Totals ..... 4,283,874 4,189,504 + 94,370

**SEATTLE**  
Times ..... 1,491,683 1,544,994 — 53,311  
Post-Intellig. .... 978,605 1,017,255 — 38,650  
\*Star ..... 606,463 602,751 + 3,712  
Totals ..... 3,076,751 3,165,000 — 88,249

**SOUTH BEND**  
Tribune ..... 1,006,541 1,051,055 — 44,514  
News-Times ..... 958,653 1,029,480 — 70,827  
Totals ..... 1,965,194 2,080,535 — 115,341

**SPOKANE**  
Rev., \*Chron. .... 2,182,828 2,309,006 — 126,178  
\*Press ..... 2,182,828 2,309,006 — 126,178

**SPRINGFIELD (ILL.)**  
State Register ..... 843,093 827,334 + 15,759  
State Journal ..... 756,070 715,400 + 40,670  
Totals ..... 1,599,163 1,542,734 + 56,429

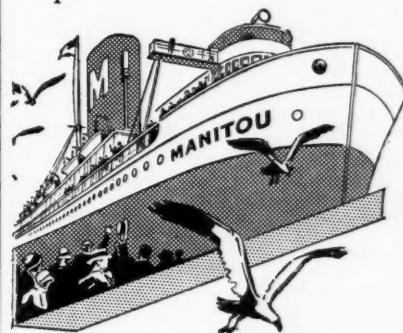
**SPRINGFIELD (MASS.)**  
Repub., News-Union ..... 1,733,424 1,617,700 + 115,724

**TACOMA**  
Ledger ..... 615,394 693,456 — 78,062  
\*Times ..... 536,585 516,362 + 20,223  
\*News-Tribune ..... 778,745 804,542 — 25,797  
Totals ..... 1,930,724 2,014,360 — 83,636

**TAMPA**  
Tribune ..... 678,300 687,246 — 8,946  
\*Times ..... 514,906 504,336 + 10,570  
Totals ..... 1,193,206 1,191,582 + 1,624

**TOPEKA**  
Capital ..... 736,099 733,880 + 2,219  
\*State Journal ..... 435,204 421,274 + 13,930  
Totals ..... 1,171,303 1,155,154 + 16,149

Your Salesmen will work harder to win in the Summer Sales Contest . . . if your prize awards include a cool, refreshing lake trip.



## Vacation Lake Cruises

\$22 \$33 \$49.50

Meals and Berth Included  
Mid-Week and Week-End Outings  
Accommodations for 300  
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Ask for 1930 Booklet

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# STEEL

About

July 1st



SOLID KUMFORT

Bentwood

FOLDING CHAIRS

for Every Purpose

WRITE FOR BULLETIN

LOUIS RASTETTER & SONS CO.  
1413 WALL ST. FORT WAYNE, IND.



TRENTON			
*Times .....	785,911	836,047	— 50,136
**Advertiser ...	135,857	186,557	— 50,700
Totals .....	921,768	1,022,604	—100,836
**Sunday only			
TULSA			
Tribune .....	1,007,334	1,034,537	— 27,203
World .....	1,007,364	1,155,615	—148,251
Totals .....	2,014,698	2,190,152	—175,454
WASHINGTON			
Star .....	2,160,103	2,326,253	—166,150
Post .....	638,186	734,156	— 95,970
*Eve. Times ...	693,888	683,246	+ 10,642
Herald .....	512,729	540,654	— 27,925
*Eve. News ..	241,269	209,539	+ 31,730
Totals .....	4,246,175	4,493,848	—247,673
WILKES-BARRE			
*Times-Leader .	934,728	1,104,572	—169,844
*Record .....	1,073,072	1,217,524	—144,452
*Eve. News ...	483,966	565,740	— 81,774
Totals .....	2,491,766	2,887,836	—396,070
WORCESTER (MASS.)			
Telegram .....	1,013,341	979,125	+ 34,216
*Eve. Gazette ..	864,489	800,429	+ 64,060
Totals .....	1,877,830	1,779,554	+ 98,276
*No Sunday edition			

## New Drinks to Increase Grape Consumption

To provide more by-product avenues of consumption for oversized California grapes and raisins, two new beverages, manufactured in accordance with the Eighteenth Amendment up to the time of opening the bottle, have just been introduced—Maid-O-Grape, to be marketed by the Fruit Industries, Inc., affiliated with the California Vineyardists' Association, and Raisin Ned, to be produced at the Fresno Brewery, Fresno.

## English, French, German Neon Interests Merge

Claude-General Neon Lights, Ltd., a combination of British, French and German interests in the Neon sign field, has just been formed and manufacture started at Wembley, near London.

Founders of the company are M. Georges Claude, the inventor; Aktien Gesellschaft fur Elektrizitats Industrie ("Agelindus"), and the General Electric Company, Ltd.

## Jefferson Electric Expands

Canadian Jefferson Electric Company, Ltd., affiliated with the Jefferson Electric Company, Chicago, manufacturers of electrical products—fuses and protecting materials—has established headquarters, and opened a plant at 1379 Bloor Street West, Toronto.

## A Correction

In the "Gossip" column of SALES MANAGEMENT, May 24, appeared an item on the new business connection of W. R. Needham. The item said Mr. Needham joined Harry Lentz advertising agency. This should have said Harry Latz.

L. M. Hannum, for the past year sales promotion manager of Hewes & Potter, Inc., Spur tie manufacturers, Boston, has been made sales manager of the company.

## Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display.  
Cash Basis Only. Remittance Must Accompany Order.

### EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

EXECUTIVES — CAPABLE OF EARNING from \$5,000 to \$50,000 per year can make profitable contacts in all parts of the United States through our service. Confidential and reliable. Write for particulars, Associated Executive Service, Inc., 1204 Colonial Bldg., Philadelphia, Pa.

### SALES MANAGER WANTED

PREFERABLY WITH A BACKGROUND OF experience with food products. Our principal products are the Citrus Juices, Citrus Oils, Citric Acid, Pectin, etc. An exceptional opportunity for

anyone who wants to live in Southern California and start at a moderate salary until he has made good on the job. Please state age, married or single, full details of experience, and references, in first letter. Personal Attention: E. T. Cassel, Products Department, California Fruit Growers Exchange, Ontario, California.

### SALESMEN WANTED

MEN WANTED TO SECURE ORDERS FOR us for metal displays, price cards, etc. Commission basis. Advise particulars. Write Box 240, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

### SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years' salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

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## Reprints at Cost

We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of SALES MANAGEMENT.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.

## "GIBBONS knows CANADA"

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